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Information Outlook, June 2007

Special Libraries Association

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information outlook

THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION



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ACS Publications recently signed a major archiving agreement with Portico, an electronic archiving service whose mission is to preserve scholarly literature published in electronic form and to ensure that these materials remain accessible to future scholars, researchers, and students. The agreement guarantees long-term preservation and ongoing access to electronic content from the journals of the ACS.

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Mark your calendar for SLA 2008 in Seattle!



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What's the Future Hold for Info Pros? Plenty—Many Think Yours Is a “Hot” Job

U.S. News, Parade magazine, Kiplinger all say “librarian” is a top career.

BY JANICE R. LACHANCE, SLA CEO



As SLA members throughout the world gather for the 2007 Annual Conference and Exposition in Denver, I would like to discuss a few of my thoughts about the future of the information profession. The staff and I have focused much of our time and attention preparing for this event at which the future of the profession will be considered, and I would like to open the discussion with this column.

Several publications have recently identified “librarian” as a one of the best careers for the future.

As SLA President Rebecca Vargha noted in her column last month, *U.S. News & World Report* listed “librarian” as one of the best careers in 2007. In addition, *Parade Magazine* called “corporate librarian” one of the hottest jobs for those with a college degree. And the personal financial advisor, Kiplinger.com, which listed “librarian” as one of its seven great careers of 2007, wrote this about librarians: “Forget about the image of librarian as mousy bookworm. Today’s librarian is a high-tech information sleuth...a master of mining cool databases...well beyond Google...to unearth the desired nuggets.”

“High-tech information sleuth”—I think this description captures many of the proactive and increasingly high-tech oriented roles of information providers today. And it is just the beginning.

Several weeks ago, I gave the keynote address at the SIIA “Content Forum” in San Francisco.

Coincidentally, I had been asked to talk about ways in which the role of information professionals is changing in today’s information economy.

This was an opportunity for me to brag about you and your profession, and it allowed me to discuss with those responsible for meeting your information needs the role I believe you can play in shaping the information industry of the future.

What I told them is this: Change is creating opportunities for information professionals like never before. It would be naïve not to acknowledge that change also brings a measure of uncertainty. But because librarians and info pros have coped with constant change over the past several years, I believe your future is bright, as the publications cited earlier agree.

Leadership Positions

Change is making it possible for information professionals to become leaders inside their organizations...to become agents of change as technology transforms the way you gather and utilize information. I explained that librarians and info pros have become like the hub of the wheel playing an integral role in all decision-making and education practices surrounding them.

I encouraged attendees of the forum to seek out your talent and expertise, to collaborate with you in developing the next generation of highly targeted... efficient...and effective information-related products. And in doing so, I assured

them they could count on you to be vigorous partners in protecting their intellectual property and licensing rights and to be strong advocates inside your organizations for those products and services in which you had a hand in developing. After all, you have a pretty big stake in their success, as they do in yours.

It is said today that successful organizations in the future will have to find ways to harness the growing collaborative nature of the Internet to benefit their employees and customers alike. Whether through existing technologies—including blogs, wikis, online reviews, social networking sites or virtual worlds, such as Second Life or through some, as of yet, undeveloped application—prosumers, those who both produce and use online content, will expect to have a say in the development of online content.

Perhaps in this new world of prosumer collaboration, the lines between institutional users of content and the companies providing it also will become blurred, giving those of you who make your living in the world of information the opportunity to be the trust intermediary between those who create and provide information and those who rely on accurate and reliable information.

None of us knows for certain what the future holds. The only thing I think we know for sure is that librarians and information professionals can and will have a meaningful impact on their own futures and on future of the information economy.

I look forward to seeing you in Denver where we will continue this important discussion. **SLA**

Info File

Writing for Information Outlook

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SLA Continues Talks with EPA: Library Closures Frozen, Agency Says

Updates on the information professional and SLA.

Officials of SLA and the U.S. Environmental Protection Agency met recently to clarify media reports that libraries were closing and materials were being discarded within the EPA's regional library network.

During an earlier meeting at SLA Headquarters, Mike Flynn, director of EPA's office of information analysis and access, had told SLA that further closures and changes to EPA library network had been "frozen" as the agency works to develop and implement policies and procedures, as well as goals and a strategic direction that would best serve the needs of the public and EPA scientists.

Flynn confirmed in a letter on May 8 to SLA that this was still the case.

The more recent meeting, called by SLA, was the fourth between the two organizations, which have been in communication since February 2006 about EPA's plans for its network of special libraries.

"SLA has been diligent in reaching out to EPA officials, getting status reports, and sharing the expertise of our members, and we will continue to work closely with EPA on this issue. Our meetings have been open and informative, and we appreciate that EPA is responding to SLA's concerns and giving our members a voice as the agency implements changes to its operations policies and procedures within the regional library network," said SLA CEO Janice Lachance.

"I assure you that we are working diligently toward the goals I have discussed with you. EPA is committed to increasing access to environmental

information through a combination of online and traditional library services via the EPA Library Network," Flynn wrote to SLA.

Flynn will address the recent reports as well as share plans with SLA members the 2007 SLA Annual Conference and Exposition in Denver. He is scheduled to take part in a public policy update session on June 5.

"Myths"

In a separate statement, posted in March in the Republican minority section of the Senate Committee on Environment and Public Works Web site, the agency referred to a suggestion that its Atlanta library had closed as a "myth."

"One email alleged that the EPA Region 4 Library in Atlanta had closed. Another email alleged that the EPA library at Fort Meade, Maryland, had closed," the statement said.

"The truth is the EPA Region 4 library in Atlanta remains fully open to the public and EPA employees with regular operating hours each day. The EPA facility at Fort Meade is not part of the EPA library network. [It] is an EPA laboratory which contained a 10 foot by 20 foot reference room. Although this information is now available online, all reference information physically remains available through the EPA Region 3 Library located in Philadelphia."

(For details, see http://epw.senate.gov/public/index.cfm?FuseAction=Minority.Facts&ContentRecord_id=33c5b423-802a-23ad-4f89-7fd4d34a9b66&Region_id=&Issue_id=



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For more information on the status of EPA libraries:

- Letter from Flynn to SLA's Chief Policy Officer, www.sla.org/PDFs/advocacy/050807MikeFlynnEmail.pdf.
- EPA interim library policy, www.sla.org/PDFs/advocacy/041607InterimPolicy.pdf.
- Draft dispersion procedures, www.sla.org/PDFs/advocacy/050807InterimDraftMaterialsDispersionProc.pdf.
- Draft library usage Statistics, www.sla.org/PDFs/advocacy/050807InterimDraftUSAGStatsRev.pdf.

E.U. Commission Study Predicts Huge Growth In Online Content

Revenue from online content will reach €8.3 billion by 2010 in Europe, a growth of more than 400 percent in five years, says a new study for the European Commission.

For the most advanced sectors, online content will represent a significant share of total revenue: about 20 percent for music and 33 percent for video games. Thanks to the spread of broadband, the rollout of advanced mobile networks, and the massive adoption of digital devices, the study shows that mass market online content distribution is becoming a reality, creating unique opportunities for Europe.

The new study assessed the potential of the emerging creative content online market. It found that although the market is growing steadily, technological, economic, and legal challenges—notably intellectual property rights and interoperability—need to be addressed for Europe to have faster market uptake. The study found that Europe trails the U.S. lead in developing interactive fixed broadband services, and Japan and Korea in mobile services.

After a wide consultation, it identified 36 roadblocks to developing online content and assesses their market impact up to 2010.

The most obvious roadblock, the study said, is connectivity. Although

broadband is spreading quickly and consumer take-up is enthusiastic, differences between E.U. member states risk remaining high. For mobile services, the roadblocks include the slow uptake of 3G in Europe, and the sometimes confusing pricing and structure of data tariffs.

Many market players still need to adapt to the new distribution technologies that cut across national borders and traditionally separated sectors. This is still a major obstacle to developing content online. However, innovative and collaborative solutions to exploit content online are being found.

Another roadblock cited in the study is piracy, which siphons off potential revenue and deters media companies from putting content online. Efficient digital rights management systems to manage and protect digital content are necessary for a secure and sustainable rollout of digital distribution, the study said. However, concern over the lack of interoperability or standardization in DRM may hinder digital content services and devices in the long term.

Consumer acceptance of new content services, a lack of specialized skills in media companies, and the cost of digitization of content, also have a significant market impact.

While some of the obstacles are global, others are due to Europe's market and legal framework, the study said. These may significantly slow down growth and competitiveness. As the market matures, evolving business practices will remove some obstacles but others may require measures from industry and E.U. legislation to provide legal certainty for consumers, content providers and the hardware industry.

For more information see

http://europa.eu.int/information_society/eeurope/i2010/studies/index_en.htm#interactive and

http://ec.europa.eu/comm/avpolicy/other_actions/content_online.

Wiki Enters Oxford English Dictionary

Wiki has been included in the latest update to the *Oxford English Dictionary*, joining 287 other new words and senses in the online dictionary.

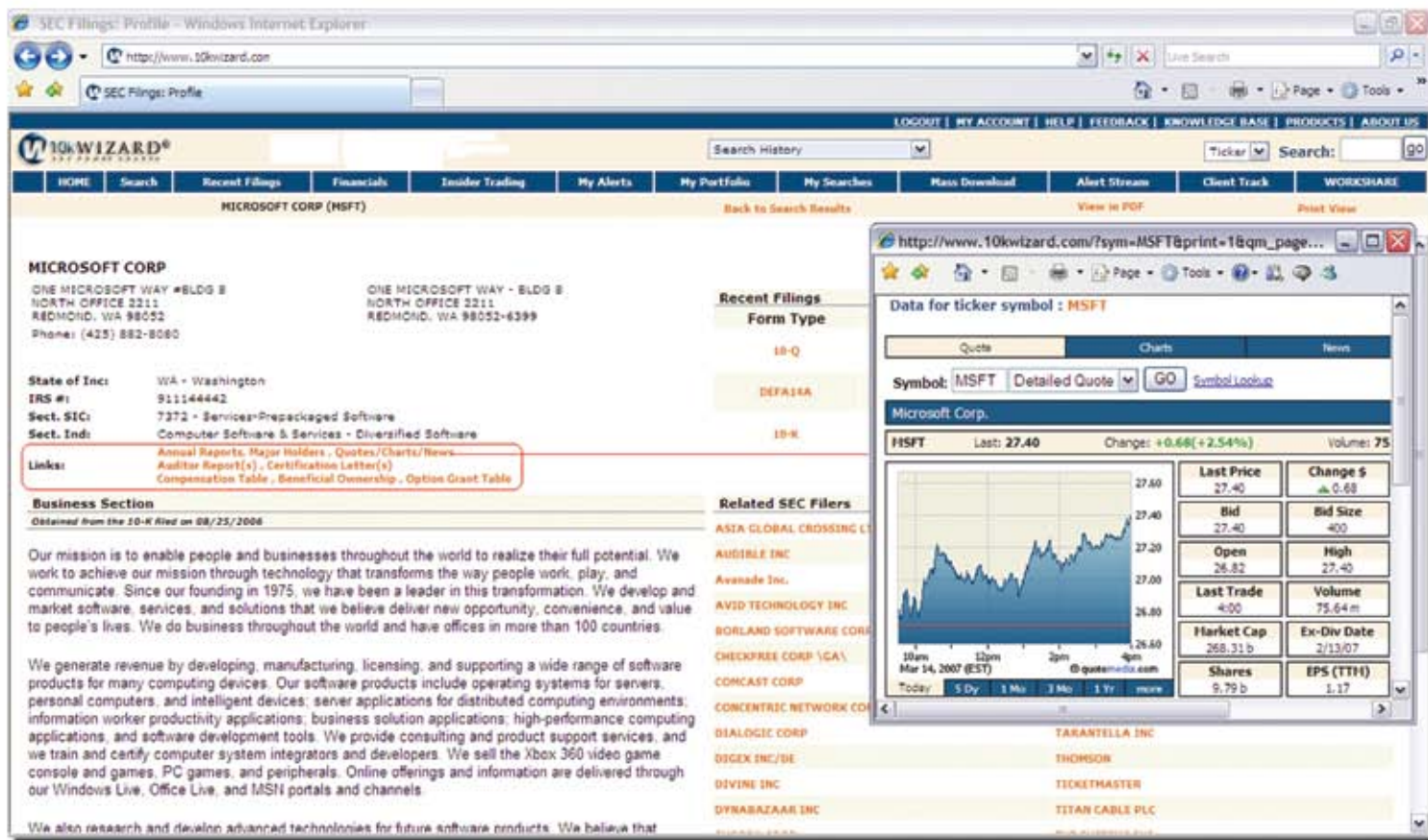
The definition for *wiki* is written as: A type of Web page designed so that its content can be edited by anyone who accesses it, using a simplified mark-up language.

"Wiki joins a small but distinguished group of words which are directly or ultimately borrowings into English from Hawaiian. It has been suggested that in some ways the OED itself resembles a wiki: Its long tradition of working on collaborative principles means it has welcomed the contribution of information and quotation evidence from the public for over 150 years," said Graeme Diamond, OED's principal editor for new words.

Other new words making it into the OED include *bimbette*, *blokey*, *blondie*, *irritainment*, *ta-da*, *tighty-whities*, and *virtualize*. A full list of entries and their definitions can be found at www.oed.com.

John Simpson, chief editor of the OED, added, "Words are included in the dictionary on the basis of the documentary evidence that we have collected about them. A while ago, this evidence suggested that wiki was starting to make a name for itself. We tracked it for several years, researched its origins, and finally decided it was time to include it in the dictionary. Bimbette has been around rather longer, and it was a bit slow to take off. But today it has, in a sense, come of age." **SLA**

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Looking for an Event? This Site Tracks Concerts, Exhibits and More

Looking for a Word? Here's a reverse dictionary that can help you find the perfect *bon mot*.

BY CAROLYN J. SOSNOWSKI, MLIS

Eventful

<http://eventful.com>

What's going on in the world? Find out about museum exhibits, fund-raisers, festivals, concerts, and even store events in your area or one that you are planning to visit. (Denver events, anyone?) The "demand" feature lets you petition performers (from bands to presidential candidates) to come to your area. Currently, the site lists events in 11 countries. Register and post your own, or use alerts to keep track of events of interest.



possible interest: knowledge management, political blogs, and food and dining.

Simply Google

www.usabilityviews.com/simply_google.htm

I heard about this one from Mary Ellen Bates at the Computers in Libraries

conference. It's a ready-to-use list of all the things you can do with Google—from the create-your-own search engine Co-op to the list of blogs they have. Search Google Answers (an archive of questions from the now-defunct service) or browse through Google Directory (a lot like the Yahoo! Directory). We've

heard about a lot of these tools, but some will be new to you (Google Moon?) and useful (Docs and Spreadsheets).

OneLook Reverse Dictionary

www.onelook.com/reverse-dictionary.shtml

Can't find the right word? (Or any word?) Try typing a concept into this dictionary and it will provide a long list of words to choose from (some on tar-

get, and some not so much). Helpful for writers and for when you're creating lists of synonyms and related concepts for taxonomies and tagging. Other OneLook features: wildcard search across multiple dictionaries, and a browsable list of one hundred other dictionaries.

Firefox (and more)

www.mozilla.com

www.edtech.sandi.net/old305/hand-outs/digitalclassroom/walk_like_a_librarian.html#usingfirefox

www.econsultant.com/i-want-firefox-extension/index.html

You've heard about Firefox (currently in 2.x release), now start using it! At CIL, Jessamyn West's presentation

included several sites to help you make Firefox yours. Here are two that I particularly liked.

"Using the Firefox Browser" on the Walk Like a Librarian



page gives step-by-step instructions for setting browser preferences and customizing toolbars and search boxes. At the eConsultant site, it's easy to find the Firefox extension (an "add-on" that makes Firefox do wonderful things) to match your needs, from blocking ads to bypassing "mandatory" site logins and registrations. **SLA**

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CAROLYN J. SOSNOWSKI, MLIS, is SLA's information specialist. She has 10 years of experience in libraries, including more than three years in SLA's Information Center. She can be reached at csosnowski@sla.org.



Copyright Training in the Corporate World

EMPLOYEE MISTAKES CAN LEAD TO INFRINGEMENT. INFRINGEMENT CAN LEAD TO LAWSUITS. LAWSUITS CAN COST MILLIONS. A LITTLE EDUCATION CAN SAVE A LOT OF TROUBLE.

BY DOUG BLACK

"Wait, you mean I can't just take an article off the Internet and email it? But I thought anything on the Internet is public?"

"If someone emails me an article then it's OK for me to send it to someone else, right?"

"I thought if we have a licensing agreement with a publisher we can use it any way we want. So you're saying I can email an article to people who work here but not to customers? And I can use it in a presentation but I can't put it on our intranet?"

"I thought our annual copyright license means we can use any content from any journal we subscribe to. Now you're saying we also have licensing agreements directly with some publishers that give us other rights too?"

"If I source the information then I'm OK with copyright, right?"

"I don't know if we have a license to use this content but I've got to get these articles out to my customers right now. Anyway, there's not much at stake even if I did get caught."

Sound familiar? No doubt you and every other corporate librarian have heard a lot of these questions many times. So have the people who manage copyright training and education programs. In large part, employees' lack of copyright knowledge reflects changes brought on by the Internet. Copyrighted works are readily available in multiple hard copy and electronic formats and can be easily copied and distributed from the desktop in multiple ways. It's difficult for knowledge workers to know when they're standing on solid copyright ground.

"In many cases, copyright infringement isn't deliberate or malicious, it's just that so many people go through life without being exposed to copyright education," says Maury M. Tepper, III, an intellectual property lawyer with Womble Carlyle Sandridge & Rice, in Raleigh, North Carolina, who has represented hundreds of clients and also worked on the corporate side in the pharmaceutical industry.

"Of course, lots of infringement goes on because people don't bother or care about permissions; or they copy and email

the content anyway because they need to share it with co-workers. But by and large, copyright is a black hole of knowledge for many people."

At Copyright Clearance Center, we regularly talk with corporations about their copyright training efforts. This responsibility typically falls to corporate librarians, content managers, and corporate counsel, or a combination of all three. Many report that helping employees use content lawfully has become increasingly difficult.

"The Digital Millennium Copyright Act has caused more confusion than clarification," says a senior librarian at a global, U.S.-based technology company with nearly 20,000 employees. "We've had to put the copyright training focus on how to work with digital content—and that means everything from using licensed databases, to purchased PDFs, to Web content."

She says the company's younger workers have relatively low knowledge of copyright, having recently emerged from the lenient, or unsupervised, copyright environment of academia. "We are hiring a lot of college grads this year and,

according to our academic library colleagues, the mood among college kids is that if it's on the Web, then you can copy and paste at will without sourcing. We've got a lot of work to do to educate these folks."

This phenomenon is confirmed by a recent study from industry analyst group Outsell. Younger workers came of age after the advent of the Internet, which made content widely available in digital form without the

intermediation of a librarian. Thus, the content-use equation has lost the one person most likely to have a strong understanding of copyright.

But uncertainty about copyright can also prevail among veteran employees. "We actually get more surprises from some of the older employees than our newer ones," says Jenna Oliver, MLS, copyright compliance officer in the Copyright Compliance Office at Boeing. "The young people we hire seem to have more awareness of intellectual property as a whole; they seem to have had more IP training in college. Things were different 25 years ago. Librarians and copy shops handed out content to the students in hard copy, and they took care of the copyright issues. So with some of our veteran employees, the first time they're told they need to get permission to use external content they can be a little surprised."

A growing number of companies appear to be becoming more vigilant about copyright via education and training—and, in some cases, adoption of new technology. This stems from a dual-sided incentive that couples a positive motivation to do the right thing along with aversion to the risk of doing the wrong.

At a fundamental level, many IP-rich companies appreciate that the Golden Rule applies to copyright. These are companies whose intellectual property is their most valuable asset, and they protect it aggressively. At the same time, they realize they could expose themselves to perceptions of hypocrisy if they accused a company of, say, violating its patent while letting their own employees share copyrighted articles without authorization.

There also is fear of personal and corporate embarrassment and legal liability. "We tell our people copyright is a valued ethical principle at our company. We also tell them they're in trouble if we find them infringing because they're putting the company at risk," says an information manager at a major investment banking company.

TOP 5 COPYRIGHT MYTHS

By Maury M. Teppner III



MAURY M. TEPPER III, an IP lawyer with Womble Carlyle Sandridge & Rice, in Raleigh, North Carolina, has dealt with copyright legal matters as a corporate attorney and in private practice for many years. This is his list of the five most commonly held misconceptions about copyright.

1 Everything on the Internet is free. Reality: Everything on the Internet is NOT free, it is simply easier to access and to copy. Copyright law applies with equal force to content in the Cyber World as it does to content in the physical world.

2 If I use quotation marks and attribute the source of a quote, I don't need to get permission. Reality: As lawyers say, "it depends." Quoting only ensures an exact copy of another's wording, and attributing the source only makes it easier for the rightsholder to verify that you used his or her material! The right answer here is more like what your high school English teacher told you: if you quote just a sentence and properly attribute it—and the short quotation is used only to support your point—then that doesn't need permission. But if you quote larger blocks of text that make your point for you, then, REGARDLESS of attribution, the use is inappropriate. In high school as in business, you need permission for that use.

3 If I don't see a copyright notice, then it's OK to use a work. Reality: A copyright notice has been optional for nearly 20 years, but many people continue to rely on the absence of a notice to signal that a work is in the public domain. As a rule of thumb, you should assume that ALL works are protected and require permission.

4 If I am using a copyrighted work for educational purposes within my company, then it's a fair use. Reality: Probably Not! While there is a "fair use" privilege in the Copyright Act that allows for the use of LIMITED portions of a copyrighted work for certain purposes, such as education, comment or criticism, most corporate training is actually a COMMERCIAL use, and not an educational use. Elementary, high school and college classroom education is the type of "education" contemplated by the Fair Use defense.

5 I don't need permission as long as I am only copying a work for internal business purposes. Reality: There is no "Internal Use" exception in the Copyright Act. Whether the work is distributed or displayed externally is only relevant to how likely you are to get caught, NOT whether or not you need to seek permission. Always assume that you should seek permission to reproduce, distribute or perform a copyrighted work.

Bonus Myth: If I Ask My Lawyer, S/he'll only Tell Me "No." Reality: Your legal department and library staff are there to help you, not to make your life harder. They will do their best to help you get the rights you need, and keep you out of trouble.

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Honoring Assets

Boeing is an example of a high IP-producing company that protects its IP assets and honors those of others. It has built a comprehensive and respected copyright compliance operation: new

is the responsibility of the Boeing Shared Services Group - Copyright Compliance Center [Office]."

Once that statement of principles has been declared, several other educational, training, and technology com-

more training for copyright and IP issues as part of their offerings, which can include video presentations.

"We find video and other fancy media formats gain more value when used in a complementary role," says a librarian at a major pharmaceutical company. "They're quite effective when supplementing an in-person presentations and Q&A sessions. Videos should be supported by classroom discussions."

Added Tepper, "Slide presentations and videos are fine but a lot about copyright is counterintuitive to many people. People have a lot of misconceptions. They think if they can use content from a publication in one way they can use it any way they want; they don't understand that usage all gets back to licenses, and that licenses grant some rights but not others. So let them ask questions that reflect their experiences and preconceived notions."

Effective training also includes worst-case scenarios.

"When I do training, I always tell employees about Legg Mason," Tepper says, referring to a case, heavily covered in the business press, in which the investment advisory firm lost a lawsuit to a newsletter publisher and paid a multi-million dollar settlement. "When you're talking about legal risk, people need to understand this is serious and you can point to specific companies getting their fingers burned. As an outside attorney, I've worked with many companies that misused content and have had to settle with rights holders. It's something we tell employees they can't afford to ignore."

"If someone emails me an article then it's OK for me to send it to someone else, right?"

employee training, regular reinforcement and dedicated staff focused on program management and copyright clearances. A key to the program's success, says Oliver, is that the message starts at the top.

"We are pretty rigorous about IP and copyright, and it starts the first day employees arrive at Boeing," she says. "Awareness of copyright issues is an integral part of our ethics training. Respect for IP is a company-level requirement, and we all know that this comes from senior management."

Attorney Tepper endorses this approach. "A good copyright education program has to start with the support of the executive suite. Otherwise, if you're the corporate attorney, you're just a voice in the wilderness. You can point out the potential liability for the company, but if the message comes from on high it carries a lot more weight and turns a lot more heads."

Tepper recommends building the copyright program on a statement of ethical principles that is signed by the CEO and other senior managers. For example, Boeing's corporate copyright policy states:

"The Company will seek to avoid copyright infringement with regard to the Company's commercial use of original works of authorship of others, such as publications, film and video material, music, cartoons, and the like, through appropriate licensing of the underlying IP [intellectual property] rights. Obtaining such rights for the Company

ponents should be added to deliver an effective corporate copyright program.

At Boeing, for example, all employees take IP training classes and attend informal education classes and discussion groups on a regular, reinforcing basis. They must prove knowledge of IP by passing a test. New employees sign a statement in support of Boeing's IP policies.

"We find that people need reinforcement on copyright education from a high-level perspective, but even more effective are smaller group discussions in which employees ask us real-world questions," says Oliver. "With digital content, there are so many ways content can be used that you really need to let people ask specific questions. We hold these classes regularly. Once a year isn't enough."

Training Programs

Some companies that provide ethics and accounting compliance programs for corporations are starting to include

"I thought if we have a licensing agreement with a publisher we can use it any way we want. So you're saying I can email an article to people who work here but not to customers? And I can use it in a presentation but I can't put it on our intranet?"

Tepper also tells trainees that infringement can embroil people outside of the company. For example, if a salesman sends his favorite customer copyrighted content without authorization, the customer could be named in an action filed by the rights holder. "The last thing you want to do is get a customer caught up in something like that."

Compliance Consulting

Along with in-house copyright training, the growth of the "compliance industry" has resulted in more consulting agencies and other organizations offering out-sourced copyright education services.

For example, last year the Software and Information Industry Association (SIIA), in conjunction with SLA, launched the Certified Content Rights Manager course. It's designed for corporate librarians and information professionals, corporate counsel, human resources personnel, IT managers, and compliance officers.

It explains the legal issues of copyright law, as well as licensing, negotiating agreements with publishers, purchasing content, and lawful use and sharing of published content within organizations. It focuses on common copyright misconceptions and typical real-world scenarios. The one-day course was taken by employees from 25 companies in the first three months of this year, according to SIIA's Craig McKinnis, manager, content anti-piracy.

Beyond training, another important aspect of a good copyright program is dedicated staff support on call to help employees with copyright problems. At Boeing, two dedicated staff, Oliver and a colleague (both have MLS degrees) field employees' questions about copyright. Oliver says she spends "the majority" of her time tracking down copyright permissions and in a typical week handles about 25 requests, some of them requiring extensive research.

"We're getting busier every day as more people understand copyright and what they need to do to protect themselves and the company—and as more people have access to the web and to web-based content and images that they want to use," says Oliver.

"We get some pretty exotic requests. One of our directors was preparing a team-building session and found an animation video on a blog from France he wanted to use. Whoever posted the video was not the creator, but I started searching on terms used in the description of the video, saw some blog discussions of it, and found out the video was produced by a small animation company in Austin, Texas, called Animusic, and they gave us permission."

To streamline many copyright requests, Oliver says Boeing is implementing CCC's Rightsphere, a rights advisory and management tool. Rightsphere automatically answers the common employee question: "What am



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I allowed to do with this content?" The answers are based on the terms of Boeing's licenses, which are stored in a rights repository. These include "blanket" corporate licenses from rights organizations as well as licenses purchased directly from publishers. Oliver says the company hopes the tool will speed up content sharing by accelerating copyright permissions.

"Rightsphere will decrease the routine questions that we get," Oliver says. "It resides on everyone's desktop on any page of content they're looking at, so its presence will make people more aware of copyright than they are currently."

Rightsphere also generates reports on how employees use and share content. This capability points to an important aspect of copyright compliance programs, according to Attorney Tepper: continually modifying licensing agreements to reflect employee needs.

"Tell your employees: 'Don't be afraid to ask for a particular type of use,'" says Tepper. "It's important to track the uses people want and then sit down with publishers and negotiate coverage of those uses into your license. Technology will always be



DOUG BLACK is public relations manager at Copyright Clearance Center, a provider of text licensing services, Web-based applications and tools. A not-for-profit company in Danvers, Massachusetts, CCC products and services allow tens of millions of people in corporations, universities, law firms, and government agencies to use and share published information with ease while respecting copyright. For more information see www.copyright.com.

Creative Infringement

In contrast to copyright compliant companies are others that adopt news ways to infringe. According to SIIA's McKinnis, "We run into flat-out pure infringement, with companies setting up P2P networks to store images, articles, books, music, and movies, and employees use what they want whenever they want to. And we see people chatting about their techniques—you see blog comments from people in the U.S., Russia, China, Norway. It's amazing."

To combat this, the SIIA last year launched its Corporate Content Anti-Piracy program, which encour-

as consultants working on site at infringing organizations. SIIA investigates these reports, verifies infringement, and helps publishers build their case.

Last October, SIIA helped a group of publishers initiate a content infringement action against a market research company with about 350 employees in five states and revenues of \$30 million. According to the SIIA, the organization's marketing department infringed via email both among employees and to others outside the company, postings on intranet, extranet and Web sites, and distribution of content in hard copy format. At press time, the dispute was still ongoing.

"It's important for people to understand their copyright responsibilities and to know that there's a price to be paid if they infringe," McKinnis says.

Of course, no one likes to go to court as either plaintiff or defendant, so legal action is always the last recourse. The best way to avoid it altogether is by integrating copyright education and training into companies' core ethics and compliance programs. **SLA**

"I thought our annual copyright license means we can use any content from any journal we subscribe to. Now you're saying we also have licensing agreements directly with some publishers that give us other rights too?"

pushing ahead, and it's hard for your licensing agreements to keep pace. So keep the dialogue going with publishers. They want to make their content available for secondary use in ways that are useful and meaningful to their customers. Don't hesitate to ask them what you want."

ages infringement whistle blowing. According to McKinnis, the program depends on "source reports" from people who witness and notify SIIA that a particular company is using content unlawfully. He says reports typically come from disgruntled former or current employees as well

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An Indonesian Institution

A SINGULAR INFO PRO WITH A SINGULAR NAME DEVELOPS NETWORKS AROUND THE WORLD.

BY FORREST GLENN SPENCER

"I honestly don't know why I wanted to become a special librarian," SLA member Widharto said. "Like many other librarians I know, I had never planned on becoming one. By chance, I got a job as documentalist at SEAMEO BIOTROP in Bogor, Indonesia. As it was funded by the U.S. Agency for International

Development, it offered good remuneration. I took that good opportunity."

It was an opportunity that has led to a lifetime of rewarding work and accolades for the Indonesian information specialist. Last year, Widharto received the SLA Diversity Leadership Development Award.

One of the most prestigious awards bestowed by the association, the honor goes to a member who represents a group traditionally underrepresented, and the recipient must have an interest and potential for leadership with SLA. The award, sponsored by EBSCO Information Services, includes a \$1,000 stipend.

"I am proud to say that I am the first librarian from a developing country to be granted such an award in recognition of the achievements I made in the last decade, especially that I have been able to promote the library and library development of Indonesia for the world," he said.

Indonesia is a country of 17,508 islands that straddle the equator between the Indian and Pacific Oceans, tucked in between the continents of Asia and Australia. It's a country rich in cultural and natural resources. Its population of about 205 million people represents more than 300 tribal-ethnic groups. It is the fourth most populous country

Widharto

Joined SLA: 2000

Job: Librarian, Bogor Agricultural University

Experience: 29 years

Education: Bachelor's in English Literature and master's in Library Science

First job: Documentalist

Biggest challenge: To disseminate information to facilitate accurate decision making in our institution; to encourage clients to obtain techniques and skills for utilizing the wide range of information tools (from print to electronic), as well as primary sources in molding information solutions to their respective institutional problems.





Widharto with student at the Bogor Agricultural University library.

in the world, after China, India, and the U.S.

Widharto likes to explain his singular name. “Many surnames become fixed and hereditary in an individual family. In Western culture, they are frequently known as last names; however, in many parts of Indonesia, they do have and use *real* last (family) names solely. Only some ethnic or tribes give family names to their children, such as people from North Sumatra (Batak), Northern Celebes (Menadones), or Mollucas (Ambones).” But for Western documentation, he has to include his name on forms as “Widharto Widharto.”

A Knowledge Bridge

Widharto describes himself as a special librarian in his professional career, but in many ways he has been a vital bridge in his country’s efforts to expand its knowledge resources, particularly in the area of agriculture, with the international community through the educational institutions he has served throughout his life.

In many ways, Widharto has become an institution. He has built his career in the research, organization, and dissemination of scientific and educational information that is being conducted in Indonesia and in Southeast Asia.

Today, Widharto is the senior librarian at Bogor Agricultural University (BAU), a job he took in January. The position includes administrative and supervisory responsibilities and much more: He also serves as a reference librarian, information literacy instructor, cataloger, collection developer—and the individual in charge of public relations.

In this post, he will be able to use the networks he has already established and promoted. “Both the international as well as the local institution are willing to cooperate for the benefit of BAU,” he added, “such as fund raising for staff development, acquiring books which

are not available in Indonesia or even for subscribing to electronic journals.” Widharto is proficient in speaking and writing in English, so he is assigned to aid his colleagues in editing their English abstracts and articles, and prepare cover letters when his institution composes documents for the international community.

Before joining BAU, Widharto was employed at the SEAMEO BIOTROP Regional Center for Tropical Biology in Indonesia for 28 years. He moved to his new job due to government regulations. (SEAMEO BIOTROP is the acronym for the Southeast Asian Regional Center for Tropical Biology, one of the 15 agencies under the Southeast Asian Ministers of Education Organization.)

“The supporting staff of BIOTROP, which includes the librarians, is only allowed to work until age 56,” Widharto said. “But as I am a member of the government’s civil servants, I have been a functional librarian and I am allowed to work until age 60.”

“Networking is important to improve our capability to provide [for] the informational needs of our users. This sharing of resources is a practical way of utilizing available resources to meet the increasing demands for further information.”

Bogor is now Widharto’s home. He was born in Kediri, East Java, Indonesia. Besides speaking Indonesian and English, he also speaks the language of his Javanese mother.

His interest in learning to speak English began in the first year of elementary high school. “I understand that English is an international language,” Widharto said. “I learned it over and over, and finally I attended English literature at Malang Teacher Training Institute where I obtained my B.A. degree. In my opinion, those who speak and write English



Widharto-05 - Widharto checks the stacks at the Bogor Agricultural University library.

well don’t get lost when they are traveling abroad, or have any problems learning new technology.”

In colonial times, Bogor was an important Dutch hill station, midway between

Quezon City, through a scholarship from the International Development Research Center.

After he completed his master’s, he was still a government civil servant under a bonding agreement with the government of Indonesia. An opportunity arose for him to join BIOTROP’s Regional Center for Tropical Biology as a senior librarian. He knew the institution was working on research and development in tropical biology; but, gradually, through experience, he came to understand the importance of the library and librarianship. He held the title of senior librarian until he left in 2006.

“Additionally, I supervised library administrative activities,” Widharto said, “including budgetary and personnel management, scanned selective articles from the serials subscribed to by BIOTROP, provided reference queries for end users and established net-working with other special libraries in and outside Indonesia.” He also conducted searches for the research staff and served as BIOTROP’s information officer. “In this capacity, my duties included the preparation of articles in English for the membership countries of SEAMEO. I updated the SEAMEO newsletter, prepared press release video

the mountains and the hot plains of Jakarta, which are about 37 miles to the north. Bogor is noted for its number of agricultural research centers; many institutions are headquartered there.

Widharto joined SEAMEO BIOTROP in 1978. For the next seven years he was assigned to collect all documents—mainly, scientific, administrative reports and other related papers—published or issued by or related to the Institute. He left in 1984 to pursue his MLS from the Institute of Library Science at the University of the Philippines, in Diliman,

scripts of BIOTROP reports, and was involved in the marketing of publications from our center.”

In the past few years, he served as a reporter for BIOTROP at its annual governing board meetings. “Moreover, through the graduate program I took, I learned and obtained qualification as a professional librarian,” Widharto said. “Though I don’t have any agricultural or biological background, my daily activities in providing the information needs of our scientists, especially for their agricultural and its related field activities, has improved my professional performance. It was learning by doing that enabled me to understand terminologies in agriculture and biology as well. The knowledge and experiences attracted me to learn more and more to be a Professional librarian.”

The BIOTROP library has a seating capacity for 40 readers and it can provide up-to-date references and learning resources, both print and non-print media, on the tropical agriculture. Currently, the library holdings consisted of 16,250 titles of books and bound journals, 364 serial titles, 2,100 internal reports, and 9,200 reprints/special files on specific subject areas. The material is acquired from a variety of sources; 80-percent of the books collected are in English.



Widharto visiting a public school in Greensboro, North Carolina.

“SEAMEO BIOTROP and Bogor Agricultural University library,” Widharto said, “are libraries of a growing institution in the field of biology in Bogor where local and international agricultural research centers are situated. Even though they are not as sophisticated as those available in the U.S., these libraries have been connected to online services where staff and students may retrieve the information they need.”

Last October, the public affairs section of the U.S. embassy in Jakarta pro-

vided funding support to enable both faculty and students of BAU to access the citation index of the ISIKnowledge, published by Thomson.

While the steady growth of networking is good news, Widharto says the scarcity of skilled workers to design, install, and manage a network is “a stark reality to be addressed. This dearth of skilled manpower in network design and implementation is a serious problem for the pace of development.”

Collaboration

Widharto explained that to ensure successful implementation of all the proposed programs, greater institutional participation is required. Progress has been a collaborative effort among the networks built by Widharto and his colleagues.

“The economic crisis affecting Indonesia has forced the government to reexamine economic policies and priorities that have made a major impact upon institutional budgets, including those for library development. The decrease in the national budget has seriously hampered library development in Indonesia, particularly in providing current information in science and technology. Thus, no library in Indonesia can meet all needs and at the same time



Widharto with SLA Past President Pam Rollo, at the 2006 Annual Conference and Exposition in Baltimore.

be cost effective,” he said.

“Growing awareness of this fact is encouraging many libraries and information services to seek collaboration on an increasing scale. Thus, networking is important to improve our capability to provide [for] the informational needs of our users. This sharing of resources is a practical way of utilizing available resources to meet the increasing demands for further information. Information networks offer advantages such as better utilization of existing yet scarce resources, making a larger base of knowledge available to serve local needs, increase the capacity to reach a greater number of users, and do so at greater economy and efficiency of operation.”

Part of this outreach and network efforts has included his involvement with SLA. Widharto has been a member since 2000, one of four who work and reside in Indonesia. He said that

“SEAMEO BIOTROP and Bogor Agricultural University library are libraries of a growing institution in the field of biology in Bogor where local and international agricultural research centers are situated.”

he would never have dreamed that someday he would become an active member of SLA.

“Even the name of SLA never came to my ears,” Widharto said. “As a special librarian from a developing country, I only learned about a few library associations.” But between November 1999 and July 2000, Widharto was a grantee of the ASIA Fellow Program, which was funded by the Ford Foundation and administered by the International Institute of Education, in cooperation with the Council of International Exchange Scholars.

“This enabled me to do special internship work at the International Rice Research Institute in the

FORREST GLENN SPENCER is a Virginia-based independent information professional, editor, and writer. He is a deep background researcher for political media companies and non-profit organizations. He is also editor of *The Google Government Report*. He can be reached at fgspencer@gmail.com.



Philippines,” he said. “As part of my research program, I had to make some library visits to some institutions in Metro Manila, such as the Asian Development Bank.” The bank’s chief librarian, Sharon E. Henry, gave him a printed advertisement for the Global 2000 Conference that was scheduled for later that year Brighton, U.K.

“As a grantee with full conference payment, I was allowed a one-year free membership to SLA. Of course,

Toronto, Canada.”

Today, Widharto remains a member of the SLA New Jersey Chapter thanks largely to the success of the Twinning Project, under which chapters and divisions provide ongoing assistance to information professionals in developing countries by sponsoring their membership in SLA.

Widharto also is part of the International Information Exchange Caucus, which has more than 125 members.

“The experience and knowledge I have learned has enabled me to communicate well with people that have different education backgrounds, as well as to share and discuss with colleagues and librarians locally or internationally,” Widharto said. “I love this job very much, becoming a special librarian. I have been able to convince international funding agencies to provide support of my travels all over the world, and to meet and establish a network with colleagues and members of SLA. I sometimes wonder what other career path I might have taken, but I am satisfied being a special librarian.” **SLA**

as a member, I was allowed to access the SLA home page and receive a free *Information Outlook*, and other current information circulated among members. Realizing the importance and benefits of SLA members, when my membership was terminated, I approached Sue O’Neill Johnson, the past president of SLA’s Washington, D.C., chapter, who initiated the Twinning Project. With the assistance of Rita Reisman, the SLA New Jersey Chapter accepted me and provided funding support to extend my membership up to now. The New Jersey Chapter even provided funding support to enable me to travel and attend the 2005 SLA Annual Conference in

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A Gem of a Plan

GEMOLOGICAL INSTITUTE OF AMERICA RECOVERY PLAN SETS PROCEDURES FOR 50 DIFFERENT DISASTERS.

BY SUSAN S. DIMATTIA

During a gathering of SLA members, the topic of disaster planning came up in conversation. “We don’t have to worry about it,” said one person, expressing the attitude that it is up to the administration of her organization to plan for such things. She feels assured that, because the computer files of her department are backed up every night, nothing else needs to be done.

Another participant in the conversation chimed in with the opinion that it is essential for library and information center staffs to create their own plan to reflect their unique needs. “Besides,” she said, “it makes us look good to our management. We can enter conversations and planning for the organization as a whole and be viewed as experts in very specialized information.”

The staff of the Richard T. Liddicoat Gemological Library and Information Center at the Carlsbad, California, campus of the Gemological Institute of America (GIA) concur with the latter point of view. The fires at the Los Angeles Public Library in 1986, when

the GIA was headquartered nearby in Santa Monica, were the impetus for Dona Dirlam, GIA’s library director, to begin planning toward a disaster recovery plan for her library. Part of that process called on the heads of security and facilities at the GIA to join the planning team. As a result, the library staff achieved higher visibility in the organization and have been asked to speak to various groups internally. It was an auxiliary benefit of the planning process that the GIA library team hadn’t anticipated.

When EOS International, a library information management software and services provider, and a neighbor in Carlsbad, takes groups of visiting librarians on tour at the GIA, the disaster plan is the element of the tour that creates the most excitement.

Resources Worth Protecting

The GIA is a nonprofit 501(c)(3) public benefit organization founded in 1931 by Robert M. Shipley. He ultimately hired Richard T. Liddicoat, whose leader-

ship endured for more than 50 years. The GIA moved from Santa Monica to Carlsbad in 1997.

The mission of the Richard T. Liddicoat Gemological Library and Information Center is to continue to be the world’s premier resource for information in the fields of gem and jewelry-related studies, and to promote the use of its resources for education and research by the public, the gem and jewelry industry, and GIA students, staff and alumni. In support of that mission, the collection includes approximately 38,000 books, 300 international periodicals, 54,000 photographic images, and more than 1,000 videos.

Within the library is the Visual Resources Library, which includes slides, photos, and digital images used for course materials, classroom lectures, and presentations delivered by GIA staff and incorporated into GIA publications. The library covers every topic from store operations and business management through the latest treatments and synthetics, to the history and science

of gemology, including topics on diamonds, jades, pearls, emeralds, and jewelry. Subject-related materials are collected in a wide range of languages, including Chinese, Japanese, French, German, Italian, Swedish, Latin, Russian, Sanskrit, Hebrew, Thai, Hindi and others.

The Cartier Rare Book Repository and Archives also is within the Liddicoat Library. The core of the archives is the John and Marjorie Sinkankas Library Collection, housing

Security Measures

The institute has a security department, with 24-hour guards, seven days a week. There is a gated perimeter with two guard stations. No one enters the campus without providing a photo ID. After being checked at the guard station, each person must check in at the reception desk and receive a photo ID to wear on campus. No one with the visitor badge may walk around the campus unescorted. Students and staff have photo IDs they must wear at all

the collection. GIA staff and on-campus have borrowing privileges, using self-check technology. The public is allowed to view materials in the library's student and public study areas.

The archive is separate from the rest of the collection and is on its own alarm system in a temperature and humidity controlled room. Along with smoke detectors, there are two systems for fire suppression. One is a product called Inergen, a blend of nitrogen, argon, and carbon dioxide that presents no environmental impact. The other system uses water sprinklers activated by heat and smoke detectors, tapping into a water source in a cooler off to the side of the room, not sitting over the library.

ADDITIONAL RESOURCES

ARMA International. www.arma.org. Publishes *Information Management Journal*, standards, sponsors conferences.

CPM Group. www.contingencyplanning.com/tools/infolinks/associations.aspx. Lists more than 40 organizations with links. Some are state and local focus; some require membership to access information.

Disaster Recovery Institute International. www.drii.org. Offers three levels of certification; publishes free special reports, "Generally Accepted Practices for Business Continuity," "Disaster Recovery Journal"—free with registration (www.drj.com), Disaster-Resource.com—weekly email guide with annual directory issue; offers frequent webinars.

FEMA. www.fema.gov/areyouready. Checklists for citizen preparedness.

Northeast Document Conservation Center. www.nedcc.org/plam3/leaf34.htm. Publishes worksheets and preservation leaflets.

SLA. www.sla.org/content/resources/infoportals/disaster.cfm.

At the Ready

The first real test of the library's readiness to recover from disaster came after the Northridge earthquake in January 1994. Fortunately, there was no water damage from burst pipes, a common result of earthquakes, but materials and equipment were thrown to the floor and had to be reshelfed, repaired, or replaced.

"Most museums and libraries, if they have anyone on staff with time and the interest, can do a disaster planning project without the help of a consultant," in the opinion of Shari Freeman, involved for the past two years as a consultant to the GIA for the library and the institute's museum. There is a lot of information available on the subject, she says, mentioning in particular the Web site www.heritagepreservation.org of Heritage Preservation. That organization's "Field Guide to Emergency Response" (\$29.95) outlines a model procedure with all of the steps to be considered in the course of creating a customized plan. The group's Heritage Health Index issued a report in 2005, following the devastation by the Gulf Coast hurricanes, which said few institutions have disaster plans and for those that do, often the plan is out of date.

Heritage Preservation collaborates with the Federal Emergency Management Agency on the Heritage Emergency National Task Force, an

major works on the historical development of gemology, collected over a period of four decades by author and lapidary John Sinkankas and his wife Marjorie. The collection is described in the library's brochure as items that "survey the historical development of gemology—as a science, in art, and in society." The collection was acquired by GIA in 1988.

The GIA has three locations in the United States and 11 international sites. There are small libraries in all locations, but the main library is in Carlsbad.

times. Cameras and motion detectors enhance the security. The Institute's information technology (IT) department is responsible for securing all technology in the organization.

The library is closed stack, so only GIA staff members are allowed open access to the collections and rare book room. Students and the public are assisted from a reference counter at the front of the library. Two EOS.Web OPAC workstations provide public access to the library's collections. There is no security device imbedded in individual items in



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initiative spearheaded by the Society of American Archivists in 2006. The task force promotes emergency preparedness by recommending that all institutions set aside at least one day a year (in 2007, May 1 was the suggested date) to make a timeline for developing a plan or updating a plan that already exists. Other suggestions for actions to take at least once a year are included on the Heritage Preservation Web site, under "Programs."

Following the Los Angeles Public Library fires, the Los Angeles Preservation Network (LAPNet) was created to help librarians train for and respond to disasters. It is one of several local resources that provide guidance and support for disaster planning and recovery. Its Web site (www.usc.edu/

bers to supply disaster recovery personnel if local personnel are not sufficient for the task.

Communication Is Key

GIA calls the plan currently in place the "Collections Emergency Preparedness Plan." Although many people and organizations refer to the process under the name "disaster preparedness" or "disaster planning," in many places the emphasis is on the more positive language, such as "business continuity process" or "business recovery."

Dirlam explains that in setting up the plan, in accordance with institute policy, her team has adopted the Incident Command System (ICS) vocabulary, devised by the Phoenix Fire Department in the 1970s, and used beginning at

covers earthquake, fire, flood, mold, technology crisis, terror attacks, and more. Because the campus is located near an airport, the potential disasters related to that facility are also included. Some of the other potential disasters are armed robbery, volcanic ash, avalanche, chemical spill, electrical outage, and epidemics such as anthrax and bird flu. There are procedures specified for each potential disaster.

"Hurricane Katrina was an eye-opener," Dirlam says. "It demonstrated that even if you take care of such things as computer file storage locally, you may not have gone far enough, geographically. All disasters force you to rethink and reevaluate your plan."

Dirlam says her plan was the first in the organization, when it was located in Santa Monica. Since the move to Carlsbad, the entire organization is in the planning mode. Primary concern in the parent organization's plan is for the safety and comfort of people. For example, in the event that an earthquake knocks out access roads to the GIA, making deliveries impossible, there is a stockpile of supplies to cover the needs of students and staff. Freeman says that most museums and libraries have an all-in-one plan with their parent organization, unlike GIA, where the library and museum have plans for collection recovery that are compatible with the parent organization's emergency plan for staff, building, and resumption of business.

Practice, Practice, Practice...

"The trick is making the planning process a priority in situations where there is too much work for too few staff," Freeman says. Because too often such planning isn't done until after a crisis, her advice is to "push the necessity and then make it simple." Her other strong advice: "Training is critical." People's reactions vary in emergencies. Even those who think they are prepared to be calm and well organized may react differently when faced with a crisis. "The plan is one thing, but training and practice are critical," she says, because they make responses intuitive.

The first real test of the library's readiness to recover from disaster came after the Northridge earthquake in January 1994. Fortunately, there was no water damage from burst pipes, a common result of earthquakes, but materials and equipment were thrown to the floor and had to be reshelfed, repaired, or replaced.

[org/LAPNet](http://www.usc.edu/)) includes lists of steps in creating the plan, the composition of the team, the planning process, and other vital information.

In addition to LAPNet, Dirlam consulted library and museum organizations, including SLA, for ideas and guidance. For a \$500 fee, she joined the San Diego/Imperial County Libraries Disaster Response Network (SILDRN, online at <http://orpheus.ucsd.edu/sil-drn>), a group that provides support to libraries in disaster situations. Using the membership fees, SILDRN has purchased storage containers that house materials, equipment, and supplies for disaster recovery. Every member has the key to a container near their location. Members may call on other mem-

bers at that time by teams fighting fires in Southern California. The ICS uses common vocabulary for job titles and job descriptions so that "the library is talking the same language that fire and police and other emergency response team members would be using," Dirlam says. It is a system in wide use today under National Homeland Security Guidelines, to ensure that responders from multiple jurisdictions can communicate effectively.

Covering 50 Scenarios

GIA and the library use a vulnerability assessment table for potential disasters. This table covers approximately 50 potential disasters, not all of which GIA is vulnerable to. GIA's plan

Dirlam and her staff conduct monthly reviews of the plan. Each meeting has a different focus. They may create a scenario of a simulated earthquake and spend several consecutive meetings doing assessment, planning, and response to that type of disaster. They have held two wet materials workshops, providing hands-on experience with all types of library, museum, and multimedia materials. Some meetings are cross-departmental and include staff from facilities, security, and the museum.

“Everyone needs to be comfortable with jumping in at any point in the process,” Dirlam says. “Everyone needs to take the lead.” There may be limits to which staff members can get to the campus or how quickly they can arrive. Whoever is first on site has to be prepared to take the lead. To assist in rapid response, the library has equipped rolling carts with basic emergency supplies—hard hats, flashlights, clipboards, protective gear, and other essentials.

Partners in Recovery

It is one thing to say that your institution has a plan. But in most cases, the special collections in a library or museum are “not on the radar” of the rest of the organization. “You need immediate response to collection issues at the time of the disaster, so it is critical to involve other departments and teams,” Dirlam says. The fire department, for example, will have access to the interior during the disaster, while staff must remain outside initially. These first responders can mitigate the level of damage by being aware of critical areas in the collection. Involve them in the plan from the beginning.

At GIA, in addition to being included on the initial planning team, the Carlsbad Fire Department toured the library with the staff from facilities and security to gain an understanding of and appreciation for the facility and its special needs.

The Red “Flags”

In the Archives and the Sinkankas Library, one element of the plan is a

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series of stiff red plastic sleeves that stand on the shelf next to books that have been identified for first attention and retrieval after a disaster. Because mold grows in 24 to 48 hours in high humidity and heat, it's essential to get the red-flagged items out of the environment as quickly as possible. The sleeves hold a single sheet of paper that includes the cataloging information for the item. The red plastic sleeves, available at office supply stores, were selected because they are easy to spot, they give some protection to the cataloging record, and the color won't run onto the book the way colored paper-based options will if they get wet.

Steps to Recovery

Freeman outlines the steps in any emergency procedure:

- First, be certain people are safe and accounted for.
- Second, determine whether the emergency is under control.
- **Third, get back into the facility as soon as emergency response workers give the okay.**

Once access to the facility is gained, a trained team should assess the damage. Are there books on the floor? Are pipes leaking? What types of collections and what percentage of each are at risk or damaged, and where are they located? What other damage has been done to equipment, furniture, and the facility? This team provides a report, based on which the steps for recovery are prioritized. In the case of the GIA library, the red tag items are the top priority for removal from a damaged environment. The priority items are removed to a triage area where, in the case of water damage, the decision is made about

whether an item requires freeze-drying or whether it can dry naturally.

Part of the assessment plan determines what type of special equipment and supplies, such as tents, tables, a freezer truck, boxes, and so on, are required, in addition to what is already on site. Freeman recommends calling the insurance company immediately because it may be able to provide such supplies and bring in help that will minimize the damage.

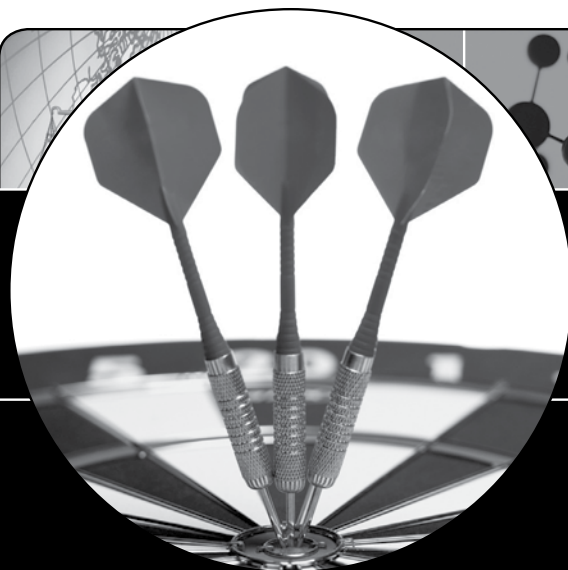
Once the water is turned off, the books are packed appropriately, and other parts of the response plan are in motion, the final step is to check to be sure that everything in the plan is working. If it isn't, go back to the beginning and start again.

IT is part of the emergency response team for all of GIA. Under its business resumption plan, staff would have access to the library's catalog from off-site locations. For example, in a situation where access to the campus is blocked, once the intranet is up, staff would be able to work from home.

Not If, but When

Dirlam voices SILDRN's motto: “Yes, a disaster is going to happen. The question is when.” Given the thoroughness of the R.T. Liddicoat Gemological Library and Information Center's plan—and the quantity of potential disasters identified with the vulnerability assessment table—that is probably a realistic expectation. At the same time, the attention paid to detail, training of staff guarantee that time lost will be minimal, and recovery will be swift.

How vulnerable are you? What's in your plan? **SLA**



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More Bang for Your Buck

CONSIDERING A SUBSCRIPTION AGENT? HERE ARE SOME QUESTIONS TO ASK WHEN YOU INTERVIEW PROSPECTIVE PROVIDERS.

BY HOLLY BUSSEY, MLS

We all know that time is money. Vendors can be partners in making work easier. One area to consider is how e-journals and subscriptions are handled within your organization and libraries. Should you work with publishers directly? Use a vendor? Negotiate on your own?

This article provides a list of questions librarians should ask content providers when determining whether to place subscription orders with a publisher directly. By asking these questions, you'll be better informed to make purchasing decisions based on the needs of your organization, your staff size and workload, and any budget constraints you may be facing.

While there are many considerations including service, easing staff time, etc., price is obviously a key factor in how you handle the ordering of periodicals. In many cases, subscription agents can reduce your organization's overall subscription spend—when compared to ordering direct through a publisher—by offering line-item cost savings and reducing the workload for those who manage subscriptions.

Many publishers offer financial incentives to purchase subscriptions direct. Though price should be considered, it's important to note that a 2 percent to 5 percent price cut can cost more if the work your subscription agent could have handled ends up falling on your organization.

The following questions will help you properly assess the value of subscription management tasks an agent can perform on your behalf.

Who will maintain data on available subscription offerings?

Subscription agents are only as effective as their subscription information is accurate. The best agents ensure they have the most up-to-date subscription information available for publications worldwide. Agents should maintain information on price fluctuations, changes in publication schedules, e-journal availability, and other bibliographic information.

Through their relationships with publishers worldwide, agents are constantly receiving updates to ordering and pricing information, which should be passed

along to your organization. By consulting this information, you're better informed to make the most appropriate purchasing decisions.

Who will provide rapid entry, payment, registration, and activation of new subscription orders?

Handling all subscription orders through an agent eliminates the need for individual orders and payments to multiple content providers, reducing staff workload by consolidating all orders and payments through one provider. Agents keep track of order and renewal due dates, so orders handled through agents are processed and paid on time, removing that burden from your staff. In most cases, agents can also handle any registration and activation requirements directly with content providers, ensuring prompt access for new orders, and improving subscription usage and continuity of information resource access.

To further simplify the purchasing process, some agents have developed specialized purchasing options for corpora-

SUBSCRIPTION SERVICES

- Allied Publishers.** (www.alliedpublishers.com) Mumbai, India
- Basch Subscriptions.** (www.basch.com) Concord, New Hampshire
- Biblios Service.** (www.biblioservice.gr) Athens, Greece
- BTJ Subscription Service.** (www.prioinfo.se) Lund, Sweden
- Casalini Libri.** (www.casalini.it) Fiesole, Italy
- Central News Agency Private Ltd.** (www.cna-india.com) New Delhi, India
- Content Complete Ltd.** (www.contentcomplete.com) Oxfordshire, U.K.
- Creative Books and Periodicals.** (www.creatjournals.com) Mumbai, India
- CrossRef.** (www.crossref.org) Burlington, Massachusetts
- DA Information Services.** www.dadirect.com.au) Victoria, Australia
- DEA Librerie Internazionali.** (www.deanet.com) Rome, Italy
- East View Information Services Inc.** (www.eastview.com) Minneapolis, Minnesota
- EBSCO Information Services.** (www.ebsco.com) Birmingham, Alabama; New Barnet, U.K.; Berlin, Germany; Palaiseau Cedex, France
- Globe Publication Private Ltd.** (www.globepub.com) New Delhi, India
- Huber & Lang Subscription Agency.** (www.huberlang.com) Bern, Switzerland
- Harrassowitz Booksellers and Subscription Agents.** (www.harrassowitz.de) Wiesbaden, Germany
- Infotrader.** (www.infotrader.jp) Ibaraki, Japan
- Infocandy.** (www.infocandy.com) London, U.K.
- Informatics Limited.** (www.informindia.co.in) Bangalore, India
- Inter-Pochta.** (www.interpochta.ru) Moscow, Russian Federation
- International Book House Private Ltd.** (www.hotfrog.in/companies/international-book-house-Baroda) Mumbai, India
- International Subscription Services.** (www.i-ms.de) Johannesburg, South Africa
- Karger Libri.** (www.libri.ch) Basel Switzerland; Farmington, Connecticut
- Lehmanns-Fachbuchhandlung.** (www.lob.de) Berlin, Germany
- Lehti Market.** (www.lehtimarket.fi) Helsinki, Finland
- Licosa Sansoni.** (www.licosa.com) Firenze, Italy
- MK Periodica.** (www.periodicals.ru) Moscow, Russian Federation
- Pak Book Corporation.** (www.pakbook.com) Lahore, Pakistan
- Prenax Inc.** (www.prenax.com) London; San Francisco; New York; Bromma, Sweden; Courbevoie, France
- Rhino International Agencies.** (www.hotfrog.in/companies/rhino-international-agencies) Mumbai, India
- Swets.** (www.swets.com) Lisse, Netherlands; København, Denmark; Trappes Cedex, France; Frankfurt, Germany; Singapore; Oxfordshire, U.K.; Runnemed, New Jersey
- Teldan.** (www.teldan.com) Tel Aviv, Israel
- Tohoku Gakuin University Co-op.** (www.tohoku-g.u-coop.or.jp) Sendai Miyagi, Japan
- W.H.P.R. Inc.** (www.whprsubs.com) Farmingdale, New York
- Wolper Subscription Services.** (www.wolper.com) Easton, Pennsylvania
- W.T. Cox Subscriptions.** (www.wtcox.com) Shallotte, North Carolina

This list was compiled by *Information Outlook* through its research and, in part and with permission, from the Association of Subscription Agents and Intermediaries, Bucks, U.K., www.subscription-agents.org/members.html.

tions. These Web-based catalogs provide online, "shopping cart" purchasing, are compatible with e-procurement applications, and accommodate the acquisition of newspaper, magazine, journal, e-journal, e-journal and e-book package subscriptions, and sometimes books. Customizable purchasing procedures and a built-in approval process allow purchases from various departments to be approved and budgeted appropriately to the needs of your organization.

What types of orders are being processed? Whom are the orders for?

Librarians are responsible for their own collection but in many cases must coordinate magazines received by individuals in an organization. In other cases, while librarians may not be responsible directly for "end user" subscriptions, they are part of a cost-control committee team that can include the IT department, purchasing, procurement, office services, and others. Subscription agents now offer several options to handle various scenarios within an organization as well as provide support services to assist information flow.

Who verifies my invoice prior to billing?

Invoices can contain inaccuracies that, if unaddressed, can adversely affect the receipt of and payment for your subscriptions. Having someone on your staff verify every subscription invoice can be time consuming, especially when verification entails calling every publisher with which you do business.

Agents verify publisher invoices prior to billing. Verification occurs both in the initial negotiation phase and at each renewal. Invoices are compared to detailed order history records, which some agents maintain for up to 10 years. By the time your organization receives an invoice, your agent has verified it, and any discrepancies with publishers have already been resolved.

Will I have title-level detail on my invoices?

Invoices from publishers often lack title-level detail, requiring staff in your organization to perform additional legwork to



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discover pertinent information for each subscription. Because agents receive much of this information from the publisher, they are able to provide detailed invoices with current bibliographic information for all orders they process on your behalf. Among the types of information that can be provided are codes for frequency of publication, a description of the publishing schedule, notice of discontinuation and name changes, information about publisher rules on claims and cancellations, and reports on delayed publications.

With title-level invoice detail, your organization is better able to control your subscription collection by updating records, making claims, and monitoring the publishing status of your subscriptions. When electronic subscriptions are purchased through a package model, you can use information on the invoice to maintain a record of titles that are within a package. You can also identify titles "paid for" within a package as opposed to titles that are "additional access" because of special purchasing arrangements. In addition, you can use fund/charge codes to allocate subscription costs to various departments or budgets.

Will I automatically receive a timely invoice well in advance of the end of my fiscal year without having to request it?

Agents are familiar with your institution's billing cycle and understand the importance of timely invoicing. In cases where agents receive pricing early from publishers, they can often provide a detailed invoice within a few days. If publisher pricing is delayed, agents can generate an estimated invoice that will allow you to allot appropriate funds.

By following up regularly with publishers, agents ensure invoices are received in a timely fashion, thus removing that burden from your organization. Agents can also provide historical pricing information that can aid in budgeting funds for the new subscription year. Don't be afraid to ask what else an agent can provide you to help determine and project costs.

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How are my orders processed? Will I have prefinancing for prepaid orders?

What types of options are available? Some agents can provide subscription ordering through the agent's local office assigned to your account. Some agents also offer Web-based catalogs that offer "Amazon-like" ordering in a business-to-business environment that is compatible with e-procurement systems. This latter service may be of interest to some other departments in addition to the library, depending on the nature of the ordering process.

EBSCO's Corporate Service Center, for example, processes individual subscription orders placed through the EBSCO Information MarketPlace Web-based ordering software. A client service contact assigned to your corporation's account is instructed to adhere to the policies and procedures of your organization and will handle orders, claims for missing or damaged issues, address changes, and other related services on your behalf.

Both services can also provide detailed management reports in numerous formats. These reports are designed to help maintain control over orders, duplications, renewals, and annual costs. They can track annual corporate expenditures by department or individual, list all publications ordered within an organization and indicate who is ordering which titles.

Regardless of how you choose to place your orders, agents work to make sure they are processed in a timely and efficient manner. Some agents also offer prefinancing for prepaid orders, accept credit cards, purchasing cards, and ghost cards for payment. Ask how the agent pays for subscriptions. Do they pay on your behalf, or wait until you've paid the agent before the order is processed and released? Check out the financial soundness of the agents you are considering.

Who maintains historical order records for all items ordered in all formats and for how long?

Agents maintain order history records, allowing you to review your subscription purchases and any changes to them from year to year. These records are

also helpful when negotiating licenses and evaluating subscriptions for renewal. Since many publishers base pricing on historical subscription lists, order history records help ensure you are charged accurately for your purchases. Agents are well positioned to verify the accuracy of your list.

Who handles renewals, cancellations, and changes?

Processing subscription renewals, cancellations, and changes often requires the efforts of a full-time employee, especially for large organizations that order many subscriptions for various departments. Therefore, one of the benefits of using a subscription agent is letting your agent handle all print and electronic subscription renewals, cancellations, and changes on behalf of your organization. Working with a subscription agent streamlines the renewal process by supplying you with a single contact for all renewals, changes, etc.

After reviewing your renewal and providing authorization, agents handle all aspects of that renewal on your behalf with every publisher with which you do business. Agents can also process cancellations for titles you wish to discontinue and will alert you to any publisher restrictions that apply to cancellations, such as non-cancellable titles. This prevents you from inadvertently canceling a non-cancellable title and losing access to content.

As license restrictions become more complex and varied per publisher, having someone monitor license agreements on your behalf is an increasing benefit. Should you move, change floors, or, in the case of individual end-user orders, have to arrange for that individual's subscription orders, your agent can handle these issues and more at a fraction of the cost your organization might otherwise pay.

Can I see who is ordering which titles and review all information on that order?

Managing subscriptions has become more complex as organizations have increased their number of electronic sub-

scriptions orders. As a result, the need for more efficient subscription management tools has become increasingly important.

In response to this need, many agents now offer customized subscription management reports that give organizations an overview of their total subscription purchases for both electronic and print titles. These reports can provide a summary of publications on order as well as the format availability of journals (print, print plus online, online only, etc.).

Some electronic journal subscriptions require additional access and registration steps before content is available to end users. Agents can provide reports with information about publishers' access policies, as well as lists of all electronic titles ordered through your agent. These reports identify titles requiring registration, group titles by publisher for site-by-site registration, identify those titles where your agent has completed the registration process as well as titles requiring annual registration, and identify all titles in a publisher package ordered through your agent (since those titles may not need to be registered if access is already established).

Package-specific reports are also available from agents. For example, some reports identify all titles subscribed to within a particular package as well as all other titles included in that package. These reports can be useful for evaluating the cost effectiveness of ordering packages versus maintaining individual subscriptions to titles.

Will I have access to usage data to evaluate my collection?

Accurate, timely usage data is becoming increasingly important to collection development and evaluation as more purchasing dollars are being appropriated for electronic resources. Many agents offer usage statistics to help your organization determine your most-used electronic subscriptions and properly allocate budget dollars to provide your end users with access to the content they need most.

Some agents offer usage statistics through their various services to assist with the access and management of your organization's electronic services. Usage

reports, available in online title listing or A-to-Z services, can help reveal how your end users are utilizing your collection. This includes the content for which they are searching and where they are finding it. Agents' various overlap reports can offer further usage insight regarding duplicate journals and duplicate coverage in your collection, pointing out where you can make adjustments for more effective spending.

Though usage statistics are extremely important, their helpfulness is sometimes diminished when vendors and publishers report their statistics in varying ways, making it difficult for you to compare usage for journals from different publishers or journals accessed through different vendor platforms.

To work toward a universal approach to usage reporting, agents are becoming active in the development of new standards for the reporting of usage statistics. For example, EBSCO was a partner in the development of SUSHI, the Standardized Usage Statistics Harvesting Initiative, which outlines a method for simplifying the collection, management, and delivery of journal usage statistics.

The SUSHI technology complies with other widely adopted standards, such as the COUNTER Code of Practice, and allows you to automatically retrieve usage reports on a monthly basis for all the COUNTER-compliant vendors with which your organization does business. General usage information, such as number of sessions, total searches and total content activity, can be easily retrieved, in addition to custom usage reports.

Agents also offer usage statistics through non-proprietary services such as ScholarlyStats and federated search engines, such as WebFeat *Express*.

Will I have IP range management, publisher notification assistance, and help to access the publisher site?

Agents often offer additional services to help with e-journal access and management. Services can include an authentication gateway using your IP address (through secure functionality). By authenticating this way, access is immediate

and requires no additional registration with the publisher.

Publisher sites can also be assigned durable URLs by the subscription vendor for ease of access. This eliminates the need to monitor URLs yourself, saving you and your organization time and money.

With the assistance of an agent, changes in access and configuration are monitored, and a library can be notified immediately.

Who provides information about changes to subscription offerings, publication schedules, titles, publishers, etc.?

Agents often function as a first line of defense when changes to subscription offerings could affect your access rights. In these circumstances, your most helpful resource is timely, accurate knowledge of the changes that are taking place. When titles change formats, pricing structures are altered, publications are delayed or discontinued, or publishers are bought and sold, your access to your subscriptions will likely be affected in some way.

By maintaining data on available subscription offerings, agents work to reduce the amount of time your organization must spend identifying the details—this increases the accuracy and speed of orders and renewals.

Who identifies delayed or discontinued titles for which I should not be charged?

When ordering subscriptions, the necessity to deal with publication delays and discontinuations will inevitably arise. In most cases, a phone call or e-mail can clarify the issue. There are times when delays and discontinuations cause billing inaccuracies, resulting in your being charged for a subscription you never received. Sorting out these discrepancies is time consuming—and unnecessary when working with an agent.

Agents maintain accurate records of publication schedules and can alert you if a title is delayed and won't be arriving on its normal delivery date. In other cases, publishers may choose to discontinue a title. If this title wasn't

purchased through an agent, it may be quite a while before you are alerted to the status of the subscription.

Agents can prevent you from making unnecessary claims on a discontinued title by alerting you to the status of a title as soon as they become aware of its delay or discontinuation. They can also prevent you from being charged for a subscription that was discontinued.

Changes to journals purchased in packages can also be conveyed to you through your subscription agent. Because package subscriptions include individual titles, each with its own publishing schedule, it is possible that titles a publisher names as part of a package may be delayed for some reason; they may also have changed names or been discontinued. By notifying you of delays and discontinuations for subscriptions purchased in packages, agents minimize the adverse effects of these situations.

When titles leave a package, who ensures that I still have rights to back content if it was promised in my license?

Your organization can lose access to purchased content when titles are sold by one publisher to another. Electronic titles purchased in packages further complicate this situation; when the sold title is moved from one package to another—and your organization does not subscribe to the new package—access is often jeopardized.

Most organizations don't have the resources to keep up with the changing ownership policies of every publisher with which they do business. Subscription agents, on the other hand, maintain regular contact with publishers and are often among the first to learn of titles that have been bought and sold. Therefore, agents can keep your organization informed at the front end about any change of title ownership.

By maintaining accurate auditing and tracking records, data on publishers' access rights and subscription order history, agents are able to clarify exactly which titles are included in your license. When titles leave a package, agents can

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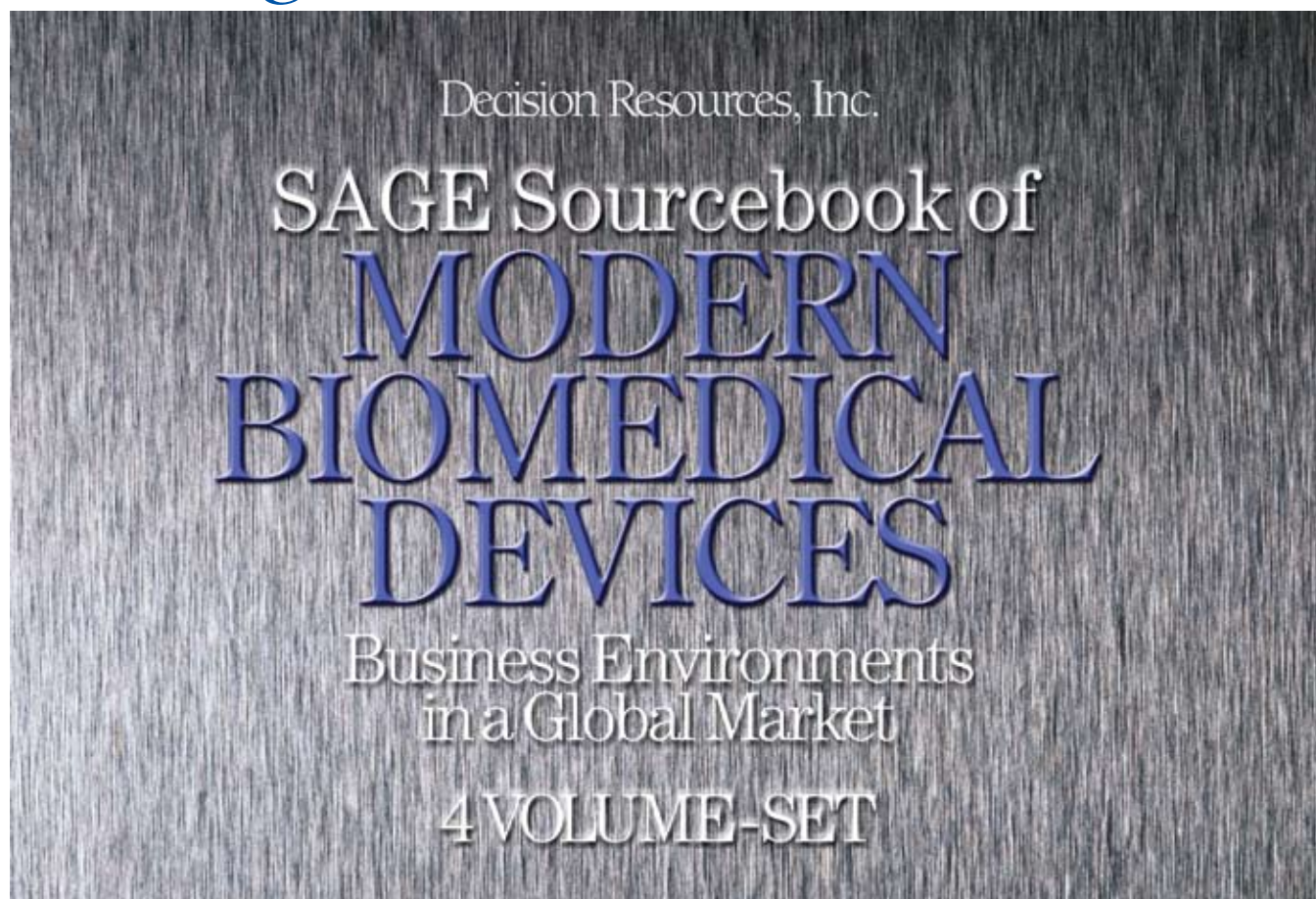
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help ensure your organization retains rights to back content if it was promised in the license agreement.

Agents keep accurate records of migrated content (regardless of whether a package is cancelled or a title moves to another publisher, even if one publisher acquires another) and will work with publishers on your behalf to ensure your organization is not adversely impacted by these changes.

By taking into consideration your organization's order history, the publisher access model, and knowledge of what is available at the publisher site, agents can calculate your coverage and determine the content to which you are entitled.

Will someone track and allocate cost per title to help me determine my total subscription spending?

Calculating and evaluating your total subscription spending can become an enormous task when working with invoices from every publisher with which you do business—many in different formats with varying information.

To simplify this process, agent invoices often contain item-level detail, allowing you to track cost per title. This information is helpful when evaluating your purchases and making renewal decisions. You can also use fund/charge/client codes provided on the invoices to allocate costs to various departments or budgets. This information enables your organization to properly allocate budget dollars from year to year on the subscriptions most needed by your organization.

Will I have a single contact for service and support of all purchased electronic materials?

The complexities of mass subscription purchases, especially electronic subscriptions, necessitate the need for knowledgeable customer service representatives that can address questions that arise through any stage of your subscription acquisition process—from ordering, registration, and payment to renewal, cancellation, etc.

This need has been acknowledged by subscription agents, and though the degree of customer service will vary by

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agent, many have expanded the level of their customer service and support to accommodate the intricacies of purchasing electronic subscriptions.

Some agents have even created new customer service positions that specialize in electronic titles and have added e-journal expertise at the local office level. Often the responsibilities of these electronic subscription experts are to monitor on your behalf and alert you when titles are delayed, discontinued or change publishers. In many cases, librarians who understand the nature of the content, having themselves come from a special library environment, hold these new positions.

Agent customer service representatives are knowledgeable of your entire subscription order, regardless of publisher, format, or type of purchase, and can function as your single contact for subscription information.

What other types of support services are offered to help me manage my print and electronic resources?

In addition to e-journal and print subscription access and management services, some agents also offer research database development and access, including databases specific to the business, finance, marketing/public relations, and medical markets.

In addition, agents can offer online bookstores, providing a more robust full-service concept. If you're part of a global

organization and your position involves spending compliance, procurement solutions, enterprise resource planning, or e-commerce, an agent's Web-based catalog that's compatible with your e-procurement system will ensure you can track your subscription spending across all cost centers. To discover the full set of subscription services offered by your agent, submit a request for proposal, consult the agent's Web site, or contact the sales representative or client service contact affiliated with your account.

It Doesn't Hurt to Ask

New services are constantly in production. As the world of electronic subscriptions evolves, agents are expanding the scope of their services. Agents continue to reengineer their approaches to subscription management, implementing new procedures to effectively handle and manage electronic formats.

Librarians are always looking for ways to become more efficient in their work. Resources are tight, so if activities can be streamlined in a cost-effective manner, it pays to evaluate. When working on the evaluation, consider putting a price on your time. What types of savings will you experience? Can a subscription agent provide substantial cost-savings for you? **SLA**



The office for Special Librarian of Second Life located on Cybrary City I. This group was founded by Rosmairta Kilara (Rowan Fairgrove in real life).

Librarians and Second Life

IT'S A SOURCE OF INFORMATION, A PLATFORM FOR NETWORKING, AN OPPORTUNITY TO TRY OUT NEW APPROACHES BEFORE YOU TAKE THEM TO THE REAL WORLD.

BY JILL HURST-WAHL

There is plenty of buzz about the online phenomenon Second Life.

Google it ("second life" + virtual) and you'll get more than 7 million returns. Yahoo! produces nearly 6 million; Ask.com, 577,000. It has been covered in *Time*, *Newsweek*, *Business Week*, and *Wired* magazines (and written about in *Information Outlook*, April and May 2007, May 2006, and in the Info Tech column in this issue). It has been discussed on television news programs. There are books on how to use it and how to make money on it. It probably has been written about in your local newspaper.

Now it is time to look at some of the things librarians are doing there.

A Quick Recap

What is Second Life? If you can't answer the question, you're not alone. Created by Linden Lab in 2003, Second Life is not a game but a three-dimensional, multi-user online digital world that is being created by its residents. Yes, residents. Currently, there are more than 6

million residents of Second Life (SL). As I write this, more than 28,000 people are online interacting with each other in this world that contains buildings, restaurants, clubs, parks, libraries, and more – all created by the people who are living

more. So, too, in Second Life. There are malls, restaurants, dance clubs, casinos, libraries, exhibits, and private homes. There are places that you might visit only once and other places—like the building that contains the SL Health Information

Since its entry into SL, the Alliance Library System has gathered an expanding group of professionals who are willing to volunteer their time and energy to create Second Life libraries and library services.

there. You can even buy and sell things (with real money) as well as take classes and attend lectures.

When I describe second life to people, I always liken it to visiting a major metropolitan city. When you visit Paris, for example, you will want to visit museums, stores, cafes, clubs, libraries, and much

Outreach Lab—that you might visit again and again. As in real life, you can purchase goods (for use in Second Life or in real life), go dancing, read books, attend lectures, and build friendships.

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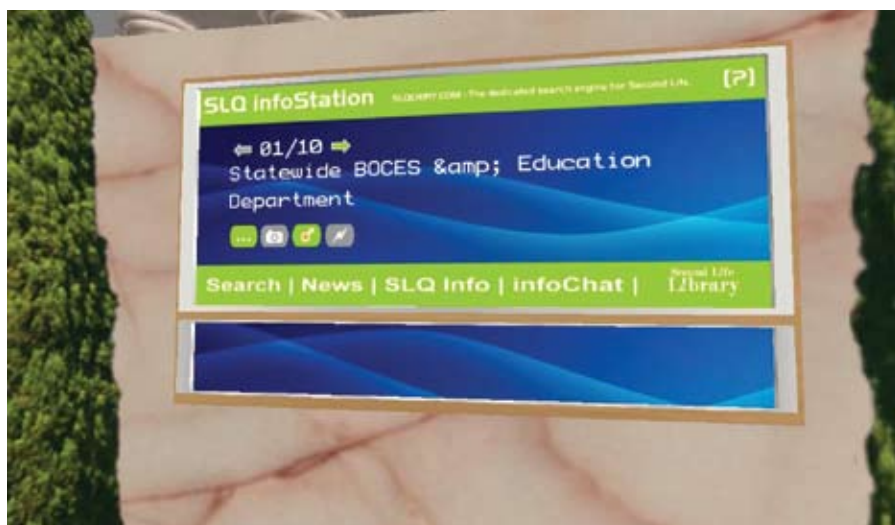
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SLQ Search Station, the dedicated search engine for Second Life (www.SLQuery.com).

around you can be changed quickly. For example, new buildings or landmasses (islands) can appear and old ones can be drastically modified. The Art Gallery on Info Island is a great example of this. For some of the exhibits, it has solid outside walls. However, there are also some exhibits where the outside walls are removed to create a more open floor plan. In addition to changing how building and islands (landmasses) look, you can also change how your avatar (your Second Life persona) looks. Everything about your avatar can change (e.g., hair, clothes, body type, and gender).

As people began to talk about SL, professional organizations took notice. Soon businesses were exploring SL. Colleges and universities began to explore how they could use SL for education, and not-for-profits looked at SL for awareness building and advocacy. Each organization saw something in Second Life that would allow it to work differently and could change its current paradigm. In the last year, the number of organizations on SL has grown dramatically and now includes Talis, Dell, IBM, U.S. Centers for Disease Control, Nissan, NOAA, Ohio University, *Wall Street Journal*, SirsiDynix, Coca-Cola, Wells Fargo, Sun Microsystems, Adidas, Toyota, American Apparel, MTV, and Reuters.

Early in 2006, librarians took interest in SL and began to explore it. Quickly,

some saw a place worth investing in, not because SL is seen as the definitive future, but because it was felt that this technology should be explored for its ability to create new ways of interacting with information users. In April 2006, the Alliance Library System of East Peoria, Illinois, began to invest time and resources in SL, providing formal and informal assistance to libraries and librarians who wanted to explore life there. Since its

entry into SL, the Alliance Library System has gathered an expanding group of professionals who are willing to volunteer their time and energy to create Second Life libraries and library services.

Librarians from around the world are exploring SL to discover what it holds for their future. Currently, 5,000 people a day visit what is known as the Alliance Information Archipelago.

The activities that I see librarians involved in are:

- **Providing library services to SL residents.** There are main libraries and community branch libraries. There are librarians staffing a reference desk with 40 hours per week of coverage. (They are using QuestionPoint from OCLC to help with those services.) SL librarians are interacting with users from around the world, including those who do not speak English.
- **Networking.** Librarians have found solutions to real-world problems through SL networks because they are not constrained by location or existing relationships. "A virtual gathering of librarians as we figure out how to proceed in the brave, new Web



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Posters at the Welcome Area on Info Island I promoting several of the branch libraries that support residents in SL.

2.0 world,” commented an SL librarian. Another said, “Resource sharing, collaboration, exchanging ideas and expertise. Allowing us to develop a collective ‘brain’ [that] we can tap into when needed.”

- **Collaboration.** Through SL, librarians are entering into collaborations not only for SL activities, but also for activities that affect their real-life libraries. One Second Life librarian said that SL is “a great way to collaborate with museums, library schools, educators, vendors, etc.” Another said that Second Life allowed “collaboration between libraries and other non-library groups not possible in [the] real world.”
- **Rethinking space.** Envisioning how you might use space differently for your library can be difficult, and you can’t just tear down the building and start from scratch. However, in SL you can prototype different structures and think about how you might use space in new ways. For example,

what if the center of the library were an open lounge? Or what if you reconfigured the reference desk to look more like a bar (an information bar) with flat screen monitors for displaying information, promotional videos, and announcements? In Second Life, you could build those environments then allow avatars—staff and patrons—to use them and determine if a configuration would be beneficial. And then you could try out other configurations to see if they work better.

- **Supporting other SL efforts.** Librarians are working with other organizations in SL and helping them connect to the information resources (in SL or in real

life) that they need. Although we may think that any organization that invests its time and money in SL can acquire all the resources that it needs, often times the librarians are the ones who provide pointers to resources that others did not know existed.

- **Supporting virtual communities.** There are communities in SL that are replicating life in specific environments or eras, for example, Victorian England. Librarians are building virtual branch libraries in those communities and providing appropriate resources to the community residents. In Caledon, an idealized Victorian area, the library provides resources in a way that

In SL you can prototype different structures and think about how you might use space in new ways. For example, what if the center of the library were an open lounge?



SL Health Information Outreach Lab, SIS Specialized Information Services, sponsored by the National Library of Medicine on Health Info Island.

matches that era. Some librarians are providing library services for teens in Teen Second Life, which is separate from what is known as the “adult grid.” One of the librarians working in that venue commented that SL is keeping “libraries relevant to teens and developing a teen-driven approach to libraries by allowing them to create their own space.” Currently 2,000 to 3,000 teen-agers per day visit the Eye4You Alliance Island on the teen grid.

- **Learning to use virtual space for education.** With so many colleges and universities exploring Second

Life, librarians are needed to help them connect their real-life library resources to their efforts in Second Life. Librarians are also needed to provide reference and other services to faculty, staff, and students in SL.

- **Discussing the use of role-playing.** In real life, it can be difficult to take on a new role and then use that role to understand how people react to us or to use that role to learn more about an era (e.g., Victorian England). Role-playing in SL, however, is easy. Students in sociology classes are using role-playing as a way to study social interactions. Questions that

librarians are asking about role-playing include: How can role-playing be used to help libraries? Can we use role-playing as a learning tool? Can we role-play patron situations, reference questions, or board meetings? Can we use role-playing to teach about an era or a historic event?

- **Creating new tools.** The SLQuery Search Station (SLQuery.com) has been created for Second Life with input from librarians. Other information tools are also needed in SL, and librarians are helping to create them. Although these tools currently exist only in SL, there is the possibility that they will influence the development of tools for our Web sites and brick-and-mortar library buildings.
- **Prototyping.** For many, SL is a sand-box where they can experiment and build prototypes. This is one reason that for-profit companies are interested in SL, and it is driving

With so many colleges and universities exploring Second Life, librarians are needed to help them connect their real-life library resources to their efforts in Second Life.

H.W. WILSON

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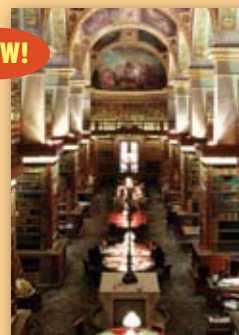
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some libraries into the environment. The prototypes are only bounded by one's imagination.

- **Positioning for the future.** Will Second Life last forever? I suspect the answer is "no," but undoubtedly SL will spawn the development of others tools that libraries will be using. By being a part of SL now, librarians believe they are positioning themselves for the tools, services, and user environments that will come after it.

Of the activities listed above, which ones would benefit you and your library? I predict that you would quickly benefit from the networking and collaboration. You would be positioning your library in a stream of innovative products that will help you prepare—mentally, emotionally, and technologically—for the future. You would be thinking about how to use a three-dimensional environment with your users. You would eliminate emotional barriers that cause us to not adopt new technologies. And you would understand

the technology that Second Life uses, the computing requirements needed for the technology, and be able to plan appropriately for implementing similar technology when it becomes available.

No matter how much you read about Second Life, you will not fully understand it until you have been in it. You can go to SecondLife.com, download the software, then create an SL account for yourself. A basic account is free.

If you do not want to create an account, talk to librarians in your region. Likely, you will find someone who can give you a personal tour of Second Life. If you know that a group is interested in Second Life, consider having someone give you a presentation on SL and a tour. You might even do that as a SLA chapter program. Don't be afraid; you may find it the right place to be to position yourself for the future. **SLA**

JILL HURST-WAHL of Hurst Associates Ltd. (www.HurstAssociates.com) is an information consultant, speaker, and author/blogger, who frequently focuses on social networking tools. Known as "Jillianna Susei" in Second Life, she is a member of two active library groups and often gives tours of Info Island, an area that offers a variety of library and information services to Second Life residents. In real life, Hurst-Wahl has become a Second Life advocate by giving interviews, writing articles, and speaking formally and informally about Second Life. She wishes to thank Second Life librarians who attended the SL dine-around at the recent Computers in Libraries conference who provided the quote for this article.





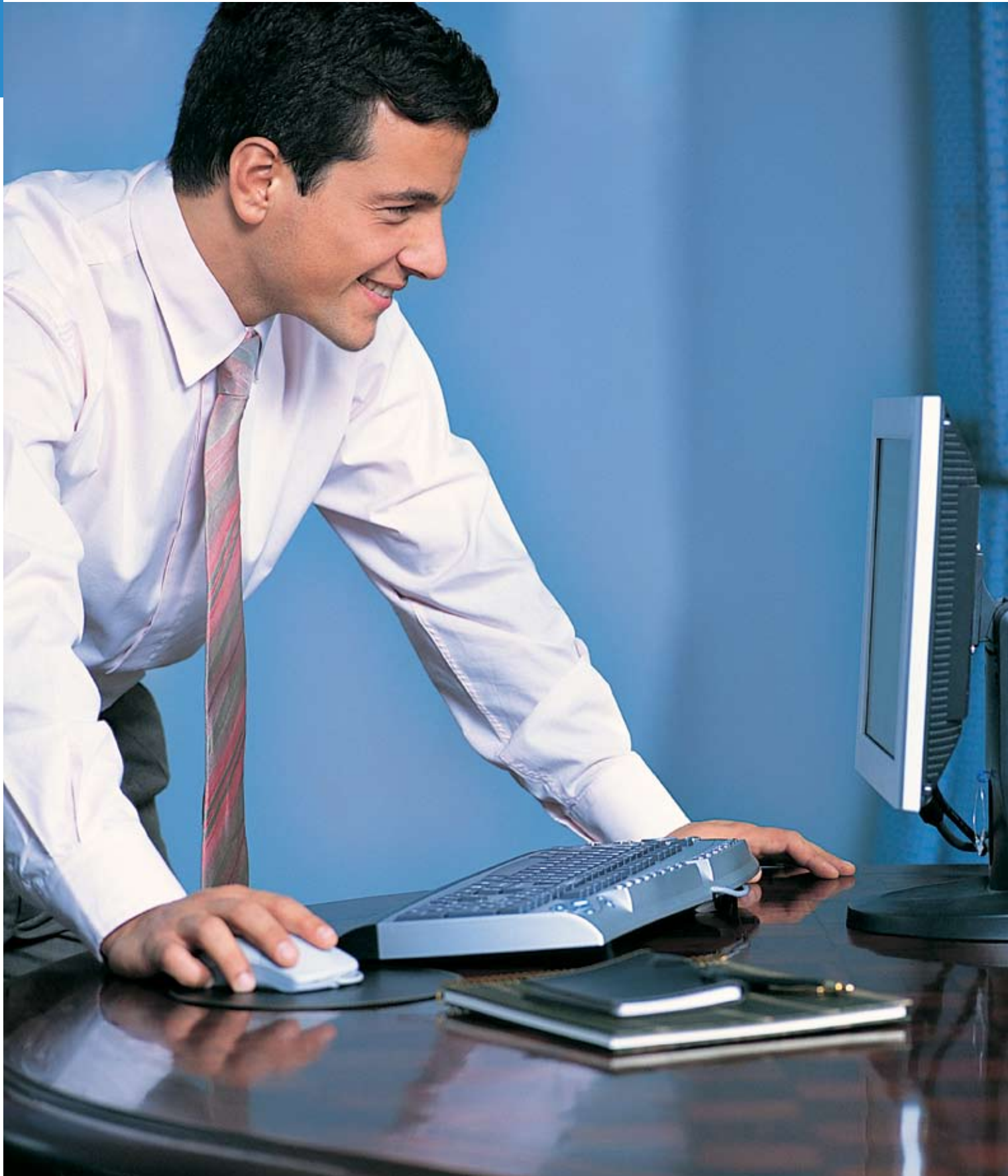
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Technology as a Catalyst for Personal and Organizational Change

BY CYBÈLE ELAINE WERTS

I live pretty close to Boston, which is often described as an “unplanned” city. That means it expanded naturally from its roots, a functional evolution arising from the needs of Bostonians over the last few hundred years. Those of you who have tried to navigate the byways of Boston might complain about this evolution because rush hour traffic has long overtaken whatever roads early Boston city engineers imagined, or even the highways they’ve squeezed around the city in the last few decades.

In contrast, let us consider some well-known “planned” cities such as New York, perhaps not so pretty, but so easy to get around in. A planned city usually has wide streets arranged in a grid pattern. Streets are also often numbered or alphabetical, so you always know which way you’re going as long as you can count and do your ABCs. Columbia, South Carolina, is considered to be the second planned city in the U.S. (Savannah is the first), and the grid

of streets was named for heroes of the Revolution and for the state’s agricultural products including rice, wheat, blossom, and indigo. (Clearly, residents of the Carolinas won’t be able to get away with just knowing their ABCs.)

An Unplanned City

Now that we’ve gotten through our history lesson, you’re probably wondering what all this—however fascinating—has to do with knowledge management. It does, in more ways than one. I work at the Northeast Regional Resource Center (NERRC), where we’ve been working in the area of state policy support in special education since 1980.

Our organization was small when we started, not unlike Boston a few hundred years back when it was mostly cows and cow paths. And just like Boston, we’ve grown a whole lot over our history, and so has the national network that we’re part of, not to mention some major technological changes.

So all of a sudden, we’re driving around in these uber-techno cars and the cow paths just aren’t really doing the job anymore. (Are you starting to see where this is going? I hope so.)

It was a defining moment when our corporate deuce coupe hit a dirt road in mud season that was just too deep to slog through. That was about a year ago when we were developing a technical assistance activity database online to track our weekly and monthly activity so the feds know that we’re spending our money wisely.

It came to me that not only should all our databases be online so that our staff—who work mostly in the field—could access them from anywhere, but also that everything we do technologically should be in one place, in one format, all intertwined in a way that made it easy and efficient to do our work. I was thinking of a “planned” NERRC System. I named it *NERRC Central*. (See Figure 1.)

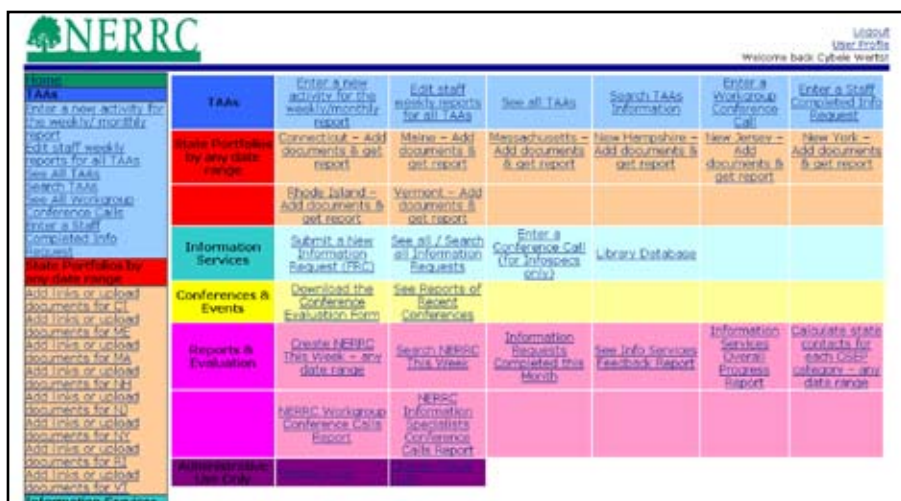


Figure 1: The NERRC Central home page.

More than Just a Database

NERRC Central is more than just a product however, or another snazzy online database to impress our funders and clients. It's a big step up in terms of technology, yes, but it also means that all our work and research materials will be accessible to anyone no matter where they are. What does it include? Here's the succinct version:

- The **blue** section on the top left is for our technical assistance staff. It includes their weekly activity entry form, work database, a tracking page for their activities over time, a search mechanism, an entry form for their workgroup conference calls, and another form for any information requests they completed.
- The **orange** section is for our State Portfolio Reports, which allow staff to create reports for any state and what has happened in that state for any time period, browse their state's holding, upload new documents, or enter links and other information for their own state.
- The **green** section is for Information Services. It allows staff to submit an information request, see a list of all our active requests and search them as well. They also can see the feedback from requestors for any date range, enter a conference call for our call database, browse our library database and electronic library, and upload or download documents.

- The **yellow** section is for conferences and events. There, we can access evaluation reports from recent events and download the evaluation form and other documents.
- The **pink** section is for all our reports, most of which are used for our six-month and yearly progress evaluations. These include our weekly and monthly reports, various information services, workgroup and conference calls, evaluation categories, and other data analysis.
- The bottom section in **purple** is our back-end administrative section that only a few people, such as myself, can use. It allows us to add users, change value lists, and so on.

More importantly, NERRC Central represents a fundamental change in the way we do our work, from a casual Boston style of living to New York chic, where it is not only easier, but more cost efficient to hustle our deuce coupe onto the information superhighway.

We are also planning for a future that is far more complex and cost driven than we could have imagined in 1980, so it is designed to evolve with us as we grow. This article is about the system in two ways: One is the technological process of translating work into a linear system. The other is about change management and how to get a team to move from a more intuitive and relaxed style of working to something with less flexibility, but with

wide and alphabetical streets so that you never, ever get lost.

Creating Something Tangible

My goal was to take a system that was historically *intuitive* in terms of how people worked, and to develop it into a linear and structured product. Sounds crazy, no? Well, I didn't really know how crazy the idea really was, and in fact, I think that the process of translating our work in this way has been one of the most difficult projects I've ever taken on. I'm not saying I didn't like it, because in some ways I liked it very much. But this kind of thinking is quite different from the usual planning, organizing, and even creative projects I do on a regular basis. This work is about taking ideas and processes in one format and reshaping them so they fit into an entirely new context.

It's like this: Say you've been making Toll House chocolate chip cookies all your life. It's an analog process, meaning it's linear from start to finish. Now we're going to leap ahead into the world of George and Jane Jetson and digitize the cookie baking process so you aren't managing that whole process yourself anymore. Instead, when you want a chocolate chip cookie, or maybe just the batter, you go over to the Computa-Chef and say, "Give me some chocolate chip cookie batter." Out it pops in 10 seconds. Someone had to program the Computa-Chef to know whether to give you the cookie or the batter and how to make one or the other. The someone who designed the Computa-Chef is me, and of course, Computa-Chef represents NERRC Central.

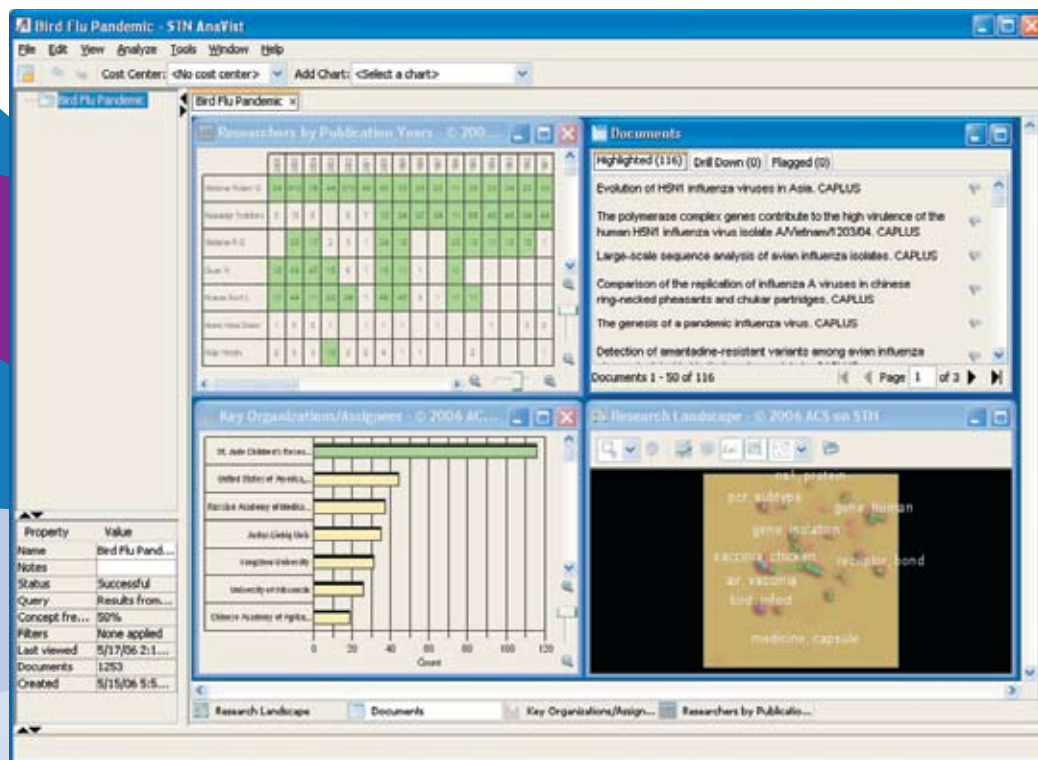
Teaching Computa-Chef to know when to pop out an individual cookie versus a bowl of cookie batter might not be so challenging because cookies are concrete and procedural. Unfortunately for me, work at the state policy level isn't remotely concrete or procedural. There are a variety of challenges in both in the collection and the translation of information to a linear format.

For example, it's always a bit of a riddle to draw things that are in people's head onto paper, even when you have solid interviewing skills, as any good

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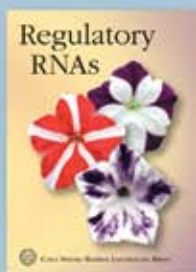
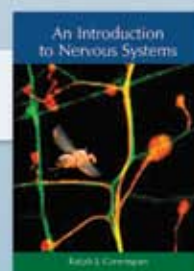
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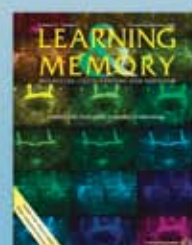
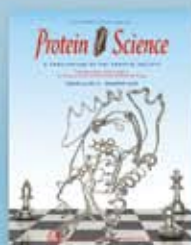
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information specialist does. Consider that in the nearly three decades of work at our office, some tasks had never been quantified, so they existed in a world where things did, of course, get done, but finding out not only who did the jobs, but on what applications, in what order, and at what time, was something else.

Say, for example, that in the past one person collected certain data for our progress report. Because they had done this process for years, it was easy to write down the order of things. It was more difficult if a team was doing it. And it was even more challenging is it if that team is in the field and you hardly ever saw them. And suppose some of those team members aren't linear thinkers and may have difficulty explaining how they do what they do. Finally, once I get that information down, I have to take it and explain it to a computer programmer.

Here's a more specific example. One of our goals with NERRC Central was to create a system that did the reporting for us, so I didn't have to spend weeks preparing data for our progress reports. I have to translate the process of collecting a variety of data from various sources into a single system. Let's start out with a little piece of data such as which state we worked with on a particular project. In the past we went through our monthly reports by hand and counted each time there was an activity for, say, Massachusetts. An automatic search didn't work so well because it could variously be spelled "MA," "MASS," or "Massachusetts," not to mention that the staff member might just mention that the event was in Boston.

One of the first things I did was create an entry form for our monthly report activities with a state drop-down menu so there wouldn't be any mistake about it being Massachusetts or any other state. I also had to include regional and national options for other kinds of activities. We didn't want anyone to be able to forget to complete that field so we set it to be "required." Then I had to decide what would happen to the information in that field. So whenever a state was selected that information mapped directly to the staff's technical assistance projects and

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to a state report or to any other report that called for information on this particular state. I then completed the cycle by designing reports that included all the right fields in the right order with the right titles, tabulated the data, and actually made sense of it all. Of course, the reports had to map back not only to the state, but also to any regional activities, because those include the states.

And all this was just for this one field—the state—which in our case is one of eight in our Northeast region. Our system is quite large with literally hundreds of fields that had to be carefully thought through and mapped step by step to various places in the system.

Mapping simply means that you draw a flow chart and an arrow from the drop down menu of the state to all the places that it goes, and then next from there and so on. It's like a storyboard that shows where the data goes, and easier to understand than a paragraph of writing about it. We've all seen flow charts like this, and that's a direct procedure that makes sense.

What makes it a mapping chart are the “before” and “after” parts. The “before” includes what you need to get started, where and from whom it comes, and how you'll get it. The “after” part is the follow through once you've got finished. Along the way, we also have to consider the law of unintended consequences. I hoped and planned for a more cost- and time-efficient way of doing our work.

The other challenge was how to put these complex ideas on paper so our programmer would understand them. I used a combination of mapping diagrams and color coding, screen shots, and arrows so that it would be clear what went to what from one step to the next. This process was so intense that I found that I could only do it for a few hours each morning before I needed to stop for the day.

The Vision Thing

I'm organized and detail-oriented, and I had a clear vision of exactly how the system should work down to the last detail.

I wanted our system to have all parts of our work equally accessible

to our staff, meaning that everything they could possibly need—whether it was a document from our electronic library or an event evaluation from last year—would be one click away. I did not want some parts of our work to be lost under layers of directories. So I lobbied for one-click access and for a color-themed system that acted like a familiar Web site interface. These things sound small, but I often heard from our programmer that “other organizations” weren't doing it that way. My response of course was that: “I don't care what other organizations are doing; this is the way I want it to be.”

This is not to say there is nothing to be learned from others, only that what we are doing is quite different from the standard databases he'd programmed. Our programmer and the owner of Ntech, Srinivas Dharanipragada, agrees. “We have been primarily focused on providing functionality to applications, and most of our clients are not concerned about how the application looks,” he said. “But because NERRC's needs were higher end, we not only learned a lot, but it's encouraged us to accommodate these types of client needs in the contract as well as get a professional Web designer on board.”

Getting Buy-In?

Creating the technological and process side of our online system was not all my doing. I worked with a very dedicated team of colleagues, most of whom just prefer not to discuss their work.

But there's another side of all this: the human component, our team at NERRC, including one colleague who has actually been here from the very beginning in 1980. Now we all know that people react differently to change. But nearly everyone struggles with it if only because it takes time to climb the learning curve to the new way of doing things. Luckily, our planning team knew that a big change like NERRC Central would require some delicate handling. Even better, several of us have a background in adult learning. Consequently, we've been integrating many of those techniques along the way to make the training be more of a

gentle immersion—unlike the *Penguin Plunge*, in which a bunch of my hardy Vermont buddies jump into frozen Lake Champlain to raise money for the Special Olympics.

Adult Learning

Some of the adult learning techniques we used to integrate NERRC Central into our organization—and are still using—are:

- Throughout the process, we solicited ideas and input from every member of our staff so that they would feel that they had ownership of the end product.
- We designed the database portions of the system to look like the databases that we've had previously in FileMaker Pro so that there was some familiarity—a foundation for staff to “start” mentally in terms of transferring the knowledge they already had to this new place.
- We focus on utilizing “just-in-time” learning opportunities or waiting to teach particular modules until there's the perfect “teaching moment.” In other words, adults learn better when the subject matter has an actual relationship to their work. Often, that is when staff members ask us a question about something they're working on.
- Taking this same approach on a broader level, each month our planning team huddles before the staff meeting and decides which parts of the system would be most timely to teach to the staff at this time. We've been introducing one module of the system to the staff at each monthly staff meeting, with a review of last month's module, introduction of a new module, and a questions and feedback session.
- We've set up training in a variety of learning styles, in groups, one-on-one, and by phone. The system provides written “help” at various points.

Plus a Little Good Business

We also use a number of what we call “just plain good business” strategies to get and keep our colleagues involved. Here are some of them:

- I chose to make the system look and

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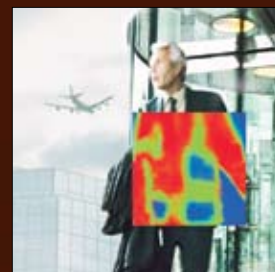
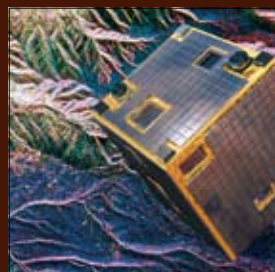
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act like a Web site, which is a familiar work environment for us. This meant significantly more work on my part as well as our programmers' because they had primarily designed standard online databases previously.

- We asked our director to lead by example and use NERRC Central first whenever possible so the team would see that it was endorsed by our leader.
- I use what I call "marketing" techniques to get staff to go to NERRC Central to access the documents that I would have sent them directly in the past. For example, in the past I used to send staff their event evaluation reports when I completed them. Now, I post them to NERRC Central and send an e-mail to staff to let them know they've been posted. I also include a few screen shots to show them exactly where to click so they can access their documents. Of course, it would be easier just to send them the report—but since I know they're motivated to get the reports, they'll also be motivated to learn the navigation of NERRC Central.
- Our team maintained outward confidence throughout the project, even when we faced situations that were driving us completely bananas. We felt that staff did not need to know every little technological issue that we were facing, particularly since they could not help us solve those issues. They will follow our lead, and if we believe in ourselves and our project, so will they.

Change Management

There's one last piece of this map I'd like to navigate: the process of integrating change into a workplace. We often use a change management game, the Change Game for School Improvement (www.thenetworkinc.org/products.html), for work, but I see it as a metaphor for change in any part of your life.

Say, for example, you want to change something very simple like using white chocolate chips in your cookie recipe instead of semi-sweet. Well that's easy;

you just go buy the white chips. But say instead you want to institute a wide-ranging change in your life, like becoming a pastry chef. That's a "complex change." It turns out that making a complex change requires a complex plan.

This is something we face quite often in our work. I asked my friend and colleague Cheryl Williams to explain some of the change process for me as it's addressed in the Change Game for School Improvement that she'd taught recently. Cheryl has facilitated this game more times than anyone in the U.S. and Canada, so I knew I'd get plenty of information.

"For the last 17 years," she said, "the game has been a primary resource of mine. What's particularly interesting about it is that each group is unique in how they experience change, and yet there are also some common themes as well."

She described five areas of change that need to be in place for the change to be effective and integrated into the system:

1. The innovation must have a clear and concrete advantage for the users. "Just saying your work is going to be better isn't enough," she said. "People need to be able to imagine that their daily lives are going to be better in some specific way as a result of the innovation." The way we've approached this is by showing our staff that by entering their weekly reports in the new system, they wouldn't have to enter a monthly or a quarterly report down the road. This is actually something that they might not appreciate today, but I think they will in 30 days.

2. Change is a process with many stages. It isn't something that happens overnight. "As adults we're often be anxious to use an innovation right away and think we're experts, but we can get tripped up by this because we're not quite ready for the next phase of something," she said. We found this to be very true with the NERRC database as staff wanted to move ahead to areas they weren't ready



Cheryl Y. Williams, director, Outreach Services, Learning Innovations, WestEd. Williams provides technical assistance in team building using resources such as Making Change for School Improvement: A Simulation Game and the Myers Briggs Type Inventory. She also works with educators and community members and in planning and organizing large-scale professional development events. She can be reached at cwillia@wested.org.

for yet or that worked differently even though they might have looked similar to something they'd seen before. Our approach has been to remind them that we're training them on a yearlong schedule—and that we've learned a lot, but there's still quite a bit ahead and that they'll be better off if they don't wander into uncharted territory.

3. Provide ongoing support for people using the innovation. There's normally a lot of support on the front end, which is when it's commonly understood that training is needed. But there's also a period later when people are actually starting to use the new system and can feel awkward or frustrated. If they don't get the support they need at that stage, they can start to backslide. "Your staff needs extra support during this vulnerable time because this is the moment when those sneaky little thoughts come in like, 'Well, if I wait long enough, maybe some other product will come along and I won't have to use this one,'" she said. NERRC Central has been supported by management and is a required part of

our work, so we have support from all levels. On the other hand, we've had to make a more conscious effort to implement an ongoing support structure so that our staff don't face these vulnerable moments alone.

4. Nothing in this world can take the place of persistence.

"The organizers of the innovation did a lot of work to get it up and running, but I contend the hardest work is still ahead," she said. "The ongoing work has to do with keeping people engaged with the innovation in a way that has to do with their day-to-day work." I've always loved this quote by Calvin Coolidge about persistence, and that's how I see the integration of NERRC Central: "Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent."

5. Create a culture of accountability. This innovation cannot be just another change from another change last year. It must become something that is owned by you as well as the people who are working with it. Cheryl adds, "When you hear people refer to it as 'our database' and not 'the one so-and-so made' then you know it's integrated. Or when you hear staff encouraging others to use it and it's been accepted in the culture." I've certainly heard encouragement and enthusiasm for our innovations so far, but I don't think we've quite moved to the stage of ownership yet.

Sunshine and Happiness?

There were most definitely some very difficult parts to this project, so I'll talk about a few of mine and how I would have changed them if I could rewind time. I'll start with the easy ones, which are the kind of mistakes that you can't fix, and so therefore, you don't feel too guilty about. I mention these because it's important to know that every big

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project is going to have some whacky things happen. Here's an example of a mix-up on my part: a database export of our electronic library that I sent to the programmer last August was missing the date-entered field. This was pointed out to me five months later. I haven't the faintest idea how this happened, nor can I explain it. And, sadly, it's too late for us to fix.

Now here's an example in the blurry middle range—one of those things that you can't quite put your finger on how it went wrong. Early on in the project, I worked on the electronic library part of the system before a colleague took over this module. Somehow, this programmer came to understand that the database entry function would always include an electronic document, so he set it up so that new products couldn't be entered unless a document was uploaded. Of course, to our team this makes no sense since electronic documents are only a part of our library holdings. By the time we discovered this curious error, it was too late. Of course, I was responsible for this mistake since I was in charge at the time, but I can't for the life of me imagine how I could have done an end run around it since I wasn't aware it was occurring. That said, with better communication up front, it might have been avoided.

A number of these sorts of problems, big and small, happen on any project this big. We did change some of the ways we communicate part way through the project, which improved some of the challenges we were having. For example, some of my colleagues and I are very detail oriented, and it was easy for us to micromanage in our feedback of

the modules, even as to correcting spelling, spacing, and grammar errors. We soon realized that this was probably as annoying to our colleagues at the other end as it was to us, not to mention time consuming. We decided to simply return the feedback with general statements of correction and give them the opportunity to find and fix the errors without being minded like children. Another communication challenge we had was that we were exchanging e-mails at quite a clip, but we found that the complexity of a system of this size often beyond the scope that e-mail communication could handle. So we moved to a weekly check-in call, which has proven to be far more effective in getting us all on the same page.

Are We Happily Settled?

It doesn't really seem like that long a drive from Boston to New York, but you know – it has taken us more than a year from the twinkle in my eye to the **Total Integration of NERRC Central**. Actually, I'm kidding; we don't have total integration a year later; in fact, we're working on a year-long integration so our staff is slowly and systematically acclimated. By its end, the entire process will have taken two years, one to create the system and one to integrate it into our workplace. So even as you're reading this we'll still be training our staff. But that's the way you integrate big things like technological systems with names that end in "Central." **SLA**

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BY WILL SHERMAN

Many predict that the digital age will wipe public bookshelves clean, and permanently end the centuries-old era of libraries. Technology's baffling prowess and progress even has at least one librarian predicting the institution's demise.¹

He could be right.

But if he is, then the loss will be irreplaceable. As libraries' relevance comes into question, they face an existential crisis at a time they are perhaps needed the most. Despite their perceived obsolescence in the digital age both libraries—and librarians—are irreplaceable for many reasons: 33, in fact. We list them here:

1. Not everything is available on the Internet.

● The amazing amount of useful information on the Web has, for some, engendered the false assumption *everything* can be found online. It's simply not true.

Google Book Search recognizes this. That's why they're taking on the monolith task of digitizing millions of books from the World's largest libraries. But even if

Google does successfully digitize the sum of human knowledge, it is unlikely that the sum of contemporary authors and publishers will not allow their works to be freely accessible over the Internet. It is already prohibited by law to make copyrighted books fully accessible through Google Book Search, only snippets. And it'll be a long time before that must-read *New York Times* bestseller is put up for free on the Internet: current copyright law² protects works for 70 years beyond the death of the author.

Even some public domain works are off limits. If an out-of-copyright copy includes prefaces, introductions, or appendices that are still in copyright, the whole work falls under copyrighted status.

2. Digital libraries are not the Internet.

● A fundamental understanding of what the Internet is—and what it isn't—can help more clearly define what a library is, and why libraries are still extremely important.

The Elmer E. Rasmuson Library at the University of Alaska at Fairbanks clearly spells out the difference between "Online Collections" and the "Internet or Web Sources."³ The Internet, this site explains, is a mass of largely unpublished materials produced by organizations, businesses, individuals, experimental projects, entrepreneurial webmasters, etc.

"Online Collections," however, are different. They are typically provided by libraries and include materials that have been published via rigorous editorial processes. Works selected for inclusion in a library catalogue undergo vetting from qualified staff. Types of materials include books, journals, documents, newspapers, magazines, and reports that are digitized, stored, and indexed through a limited-access database.

While one might use the Internet or a search engine to find these databases, deeper access to them requires registration. You are still online, but you are no longer on the Internet. You are in a library.

3. The Internet isn't free.

While Project Gutenberg boasts 20,000 free, downloadable eBooks on its homepage, we are promptly reminded that these books are only accessible because they are no longer in copyright.

And books are just the tip of the iceberg. Numerous academic research papers, journals and other important materials are virtually inaccessible to someone seeking to pull them off the Web for free. Rather, access is restricted to expensive subscription accounts, which are typically paid for by libraries. Visiting the library in person, or logging in to the library through your member account, is therefore the only way to affordably access necessary archived resources.

4. The Internet complements libraries, but it doesn't replace them.

To guide people in finding information, the Long Island University provides a helpful explanation of what types of resources can be accessed through the library. These include news, journals, books, and other resources.⁴

Interestingly, the World Wide Web is among these resources as another approach to finding information. But it's not a replacement. The page goes on to differentiate and explain the advantages of libraries over the

5. School libraries and librarians improve student test scores.

A 2005 study of the Illinois School Libraries shows that students who frequently visit well-stocked and well-staffed school libraries end up with higher ACT scores and perform better on reading and writing exams.⁵

Interestingly, the study points out that access digital technology plays a strong role in test results, noting that "high schools with computers that connect to library catalogs and databases average 6.2 percent improvement on ACT scores."

6. Digitization doesn't mean destruction.

The eagerness with which libraries have jumped into partnership with Google Book Search is not the work of a lemming mentality. Libraries including Oxford University, the University of Michigan, Harvard, the Complutense University in Madrid, the New York Public Library, the University of Texas, the University of California and many others have teamed up with the Google's project, not eschewed it.

In return for opening up their stacks, these libraries will have all their books electronically available for their own members. While it can be expected that fully out-of-copyright books will, on many

real cause for caution—Google Book Search is currently facing two major lawsuits from authors⁶ and publishers.⁷

7. In fact, digitization means survival.

Daniel Greenstein of the University of California cites a very practical reason for digitizing books: In electronic form, books aren't vulnerable to natural disasters or the decay that comes with age. He even cites the libraries destroyed by Hurricane Katrina as an important reminder of the vulnerability of "cultural memory."⁸

8. Digitization is going to take a while. A long while.

While online book search has developed the air of an unstoppable movement rapidly breaking down library walls and exposing untouched treasure troves, it is breathtakingly far from reaching its goal. With an estimated 100 million books in print since the invention of movable type, the process has hardly made headway. Digitizing is expensive and complicated, and so far, Google's million books digitized is just a drop in the bucket. "The majority of information," said Jens Redmer, Google Book Search's European director, "lies outside the Internet."⁹

But how long will it take to index the world's knowledge? In 2002, Larry Page boasted that Google could digitize approximately seven million books in six years. Since 2004, Google Book Search has been plugging along through a series of fits and starts. By 2007, they have managed to index a million books. So, at the rate of approximately half a million books per year, digitizing 100 million books would take about...200 years. Assuming Google could shake off the legal and logistical challenges and crank out 7 million books every 6 years, the earliest possible completion date would still be 2092.

In the meantime, a larger user base will rely on local libraries, or online collections of what have been digitized. Dumping physical libraries before digitization is complete would leave library patrons in the lurch.

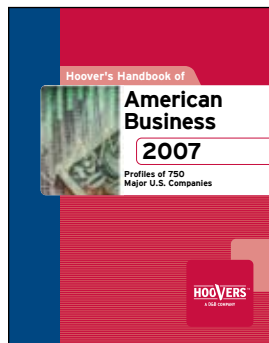
Libraries are completely different institutions from the Web. In this light, to talk about one replacing the other begins to seem absurd.

Internet for research. It does cite the benefits of the Internet, including "sampling public opinion," gathering "quick facts" and "a wide range of ideas." Overall, the point is well made: Libraries are completely different institutions from the Web. In this light, to talk about one replacing the other begins to seem absurd.

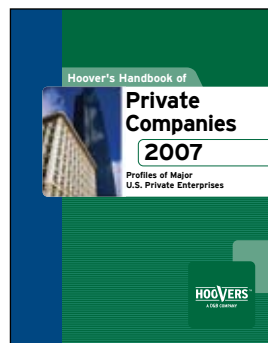
occasions, be made fully accessible to the public, copyrighted materials—including subscription journals—will still be kept under restricted access.

The reason for this is in part because Google Book Search's indemnity clauses don't reach that far; Google Book Search won't shield libraries from any liability that they might incur for overstepping the bounds of copyright. And there's a

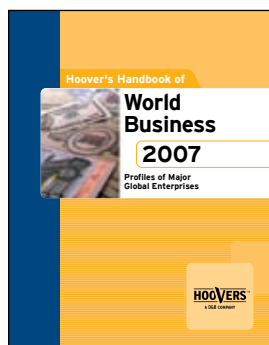
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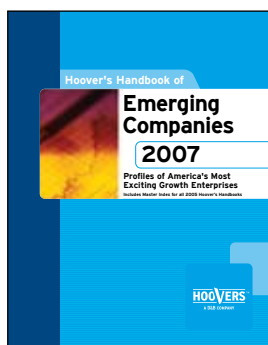
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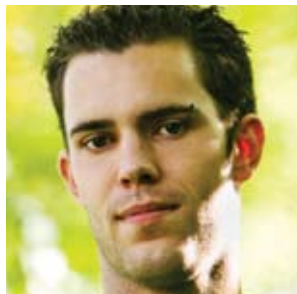


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9. Libraries aren't just books.
Technology is integrating itself into the library system, not bulldozing it. Pushing this trend to its logical extreme (although it's likely not go this far), we could eventually see libraries' entire stacks relegated to databases, and only be able to access books digitally.

So where does that leave librarians? Are they being overtaken by technology, the timeless enemy of labor?

Not this time. In fact, technology is revealing that the real work of librarians is not just placing books on bookshelves. Rather, their work involves guiding and educating visitors on how to find information, regardless of whether it is in book or digital form. Technology provides better access to information, but it is a more complex tool, often requiring specialized expertise. This is a librarian's specialty, as they dedicate themselves to learning the most advanced techniques to help patrons access information effectively. It's in their job description.

10. Mobile devices aren't the end of books or libraries.

Predictions of the End of the Book are a predictable response to digitization and other technologies, and the crystal ball of some in the pro-paper crowd seems to also reveal a concomitant crumbling of civilization.

One of the latest dark threats to paper (and society) seems to be Google's plan to make e-books downloadable to mobile devices. The iPod version of the novel is here. Google has already scanned a million books. Japanese train commuters are reading entire bestsellers on their cell phones. The end is near.

But if the mobile e-book is a hit and a lasting phenomenon, it's unlikely that it will be an all-consuming transition for readers. Radio lives on despite TV, film is still in high demand despite video, and people still talk on the telephone despite e-mail. People who like paper books will continue to read paper books—even if mobile downloads prompt the majority of publishers to release e-books instead of paper. After all, an immense backlog of printed books will still be accessible to readers.

While it can be expected that fully out-of-copyright books will, on many occasions, be made fully accessible to the public, copyrighted materials—including subscription journals—will still be kept under restricted access.

Where do libraries fit in supposing that mobile e-books actually do completely overtake printed books, the presence of the digital library will continue to be extremely important, whether it's paper or electronically based.

11. The hype might really just be hype.
Paper books aren't exactly doomed, even years after the invention of the e-book. In fact, by contrasting the merits of the e-book to those of the paper book, one could argue that paper books are actually a better product.¹⁰

It would be premature to write off libraries and their freely accessible books amidst predictions of e-books' impending prominence. Society could lose valuable access to a trusted medium—even if e-books do take off.

12. Library attendance isn't falling—it's just more virtual now.

With approximately 50,000 visitors a year, attendance at the American History Archives at Wisconsin Historical Society has dropped 40 percent since 1987. This statistic, when set alone, may prove sufficient for anybody casually predicting the Collapse of the Library. But it is only half the story. The archives have also been digitized and placed online. Every year the library receives 85,000 unique online visitors.¹¹ The number of online schools offering online degrees is constantly on the rise as well. Many of these schools are improving their virtual libraries by the day.

13. Like businesses, digital libraries still need human staffing.

Even online businesses rely on quality support for better sales and customer

satisfaction. The availability of email, phone, and live chat services improve the experience of people seeking goods and services. The same goes for people seeking information.

In return for paying taxes or library fees packaged with University tuition, library members should expect reliable "customer support" in exchange for their dues.

Librarians are indeed very important in servicing their visitors. And still today, there is no equivalent replacement to the library, which provides access to mountains of content that is not available through search engines or even Google Books Search, which only provides snippets and links to retailers where books can be bought.

14. We just can't count on physical libraries disappearing.

Physical libraries won't ever go away. Even as Google Book Search picks up the pace and libraries finance their own digitization projects, physical library space continues to be necessary.

This is because many libraries aren't digitizing yet and many may never digitize. There's a good reason: It's expensive. At a low estimate of \$10 per book¹² (and probably much more for older, more delicate works), digitizing an entire library of, say, more than 10,000 books—well, it adds up. And for many library users, they still depend on this traditional, effective approach to pinpointing information with onsite computers or librarians available to assist them.

15. Book searches "don't work."
If a Google-style indexing of all the world's books were to mirror the company's well-known search service,



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one might have that much more fodder for the argument against keeping libraries around. After all, Google has great technology for searching the Web, right? Couldn't we just bypass libraries?

But experts point out that online book searching is far off from such user-friendliness as experienced with the company's Internet search service.¹³ The lofty ideals of information-for-everybody are hindered not only by copyright lawsuits, but by the search engines' building their own databases. They aren't about to hand over their indexes to competitors and non-partnered digitizing projects. The user loses out by not being able to access everything through his or her preferred book search service.

By not giving up digital archives to their competitors, companies that take this competitive, corporate approach to digitization risk veering away from the philosophy of the public library. In the meantime, libraries should remain intact and available to the public.

16. Physical libraries can adapt to cultural change.

The U.S. National Commission on Libraries and Information Science is just one among groups that study and debate the evolving role of the physical library in the digital age. In a 2006 symposium the NCLIS created a report that calls for refining what physical library space is. Less like "warehouses," was one of the conclusions, and more like "intellectual crossroads for working, learning, teaching, and new types of programs."¹⁴

17. Physical libraries are adapting to cultural change.

Anyone subscribing to the theories of 20th century thinker Marshal McLuhan might say that along with changed life patterns brought on by electronic technology, knowledge that was once encased in books and compartmentalized by subject area is now being liberally disseminated in an explosion of democracy, rendering obsolete the austerity of the lonely, echoing corridors of the Library. Interestingly, McLuhan,

who died in 1980, once even said, "The future of the book is the blurb."

Indeed, this cultural change predates widespread use of the Internet, as well as Google Book Search. For decades, society has been seeking a more holistic understanding of the world, and increased access to information. The search for new methods of organizing educational structures (including libraries) has long been active. And while libraries might not be on many peoples' "Top Ten Cutting Edge List," they have been adapting.

Washington State University director of libraries Virginia Steel, for example, is a proponent of maximizing the social and interactive nature of physical library space. Group study, art exhibits, food and coffee—talking, not whispering; this is the new library.¹⁵ It's not obsolete, it's just changing.

18. **Eliminating libraries would cut short an important process of cultural evolution.**

The library that we are most familiar with today—a public or academic institution that lends out books for free—is a product of the democratization of knowledge. In the old days, books weren't always so affordable, and private libraries, or book clubs, were a privilege of the rich. This started changing during the 1800s, with more public libraries popping up and the invention of the Dewey decimal classification system to standardize the catalogues and indexes.

Libraries began blossoming under the watch of President Franklin Roosevelt, in part as a tool to differentiate the United States from book-burning Nazis. This increased interest in building a more perfect, liberal society culminated in 1956 with the Library Services Act, which introduced federal funding for the first time. Today there are tens of thousands public libraries in the United States.

19. **The Internet isn't DIY.**

It could be said that the Internet has endowed society with a giddy sense of independence. Access to all the world's information—and free search engines to browse

it with—calls into question the need for librarians, moderators or other such middlemen. The Web, it might seem, is a do-it-yourself medium.

But a quick look at the driving forces of today's Internet shows us something different. The Internet is intensely social and interactive, and has created communities of users that are often remarkably as tight-knit as they are large. The Internet is serving as a tool for humans to fulfill their natural community building instincts—sharing, interacting and doing business.

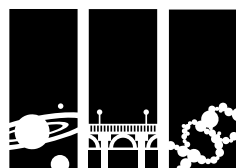
The online economy is driven in large part by the Web 2.0 philosophy of human interaction, peer review, and the democratization of knowledge and analysis. Search engines rank Web pages based on their popularity, social networking platforms pull in millions of visitors daily, and Wikipedia, the Internet's most popular encyclopedia, is written by the same people who read it.

Like Wikipedia, the most popular online meeting grounds are often the best moderated. Since riff-raff and spammers are an inevitable part of any society (whether

physical or virtual), quality control helps contribute to the best online experiences. Good citizenship among online communities (intelligently contributing to the discussion, not spamming) is a surefire way to bolster your reputation as a helpful member of the group. In order to be fostered, this type of environment must be moderated.

Interestingly, the role of the moderator very much parallels the role of the librarian: to safeguard an environment in which knowledge can be accessed and ideas can be shared.

The notion that libraries are outdated and that humankind has sprouted wings and flown into a new era of self-guided Truth is nothing short of farcical. Unfortunately, it's this same notion that could lead to the dismemberment of libraries as stuffy and out-of-date. In reality, the quality of the Web depends on guidance from the academic, library model. While moderators do have brush to clear in the new and savage cyberscape, librarians have trail blazed significant parts of the journey.



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20. Wisdom of crowds is untrustworthy, because of the tipping point.

The high visibility of certain viewpoints, analysis and even facts found online through social networking sites and wikis is engineered—ideally—to be the result of objective group consensus. Google's algorithm also hinges on this collective principle: rather than an in-house “expert” arbitrarily deciding what resource is the most authoritative, let the Web decide. Sites with higher link popularity tend to rank higher in the search engines. The algorithm is based on the principle that group consensus reveals a better, more accurate analysis of reality than a single expert ever could. Writer James Surowiecki calls this phenomenon “the wisdom of crowds.”

In a vacuum, crowds probably are very wise. But all too often we see the caveat to James Surowiecki's crowd wisdom in Malcolm Gladwell's “tipping point,” which, in this context, explains that groups are easily influenced by their vanguard—those who are the first to do something and who automatically have extra influence, even if what they are doing is not necessarily the best idea.

Libraries aren't digitizing yet and many may never digitize. There's a good reason: It's expensive.

The highly social nature of the Web therefore makes it highly susceptible to, for example, sensationalized, low-quality information with the sole merit of being popular. Libraries, in contrast, provide quality control in the form of a stopgap. Only information that is carefully vetted is allowed in. Libraries are likely to stay separate from the Internet, even if they can be found online. Therefore, it is extremely important that libraries remain alive and well, as a counterpoint to the fragile populism of the Web.

21. Librarians are the irreplaceable counterparts to Web moderators.

Individuals who voluntarily devote their time to moderating online forums and wikis are playing a similar role to librarians who oversee the stacks—and those who visit the stacks.

The chief difference between librarians and moderators is that while the former guides users through a collection of highly authoritative, published works, the moderator is responsible for taking the helm as consensus is created. While the roles are distinct, each is evolving along with the fast-paced growth of the Internet and the evolving nature of libraries. Both moderators and librarians will have a lot to learn from each other, so it is important that they both stick around.

22. Unlike moderators, librarians must straddle the line between libraries and the Internet.

Admittedly, libraries are no longer both the beginning and ending point of all scholarly research. The Internet is effectively pulling students away from the stacks and revealing a wealth of information, especially to one who is equipped with the tools to find it. Indeed, the dream

of cutting out the intermediary is possible to attain. But at what price?

Media literacy, although an extremely important asset for scholars and researchers, is far from universal. Who is going to teach media literacy? Many argue that librarians are the best fit to educate people about the Web.¹⁶

After all, Web moderators are concerned primarily with the environment which they oversee and less so with teaching Web skills to strangers. Teachers and professors are busy with their subjects and specializations. Librarians, therefore, must be the ones who cross over into the

Internet to make information more easily accessible. Instead of eliminating the need for librarians, technology is reinforcing their validity.

23. The Internet is a mess.

As one pro-librarian Web site puts it, “The Internet in very few ways resembles a library. A library provides a clear, standardized set of easily retrievable resources.”¹⁷

Despite the slightly combative nature of this one-liner, its premise is essentially correct. Despite improvements in search technology and the creation of amazingly comprehensive sites like Wikipedia, the Internet is still, in many ways, a free-for-all. Flooded with sites from all sorts of sources that inexplicably languish about or jockey for top positions in the rankings, the Web is like an overpopulated Wild West. Many have taken confronted this chaos with grass-roots social networking sites or large, complex, and highly successful efforts to organize information (Google, Wikipedia, et al). But despite these efforts, a morass of questionable pages still tends to be served up in many search results, and the credibility of each source accessed must inherently come into question.

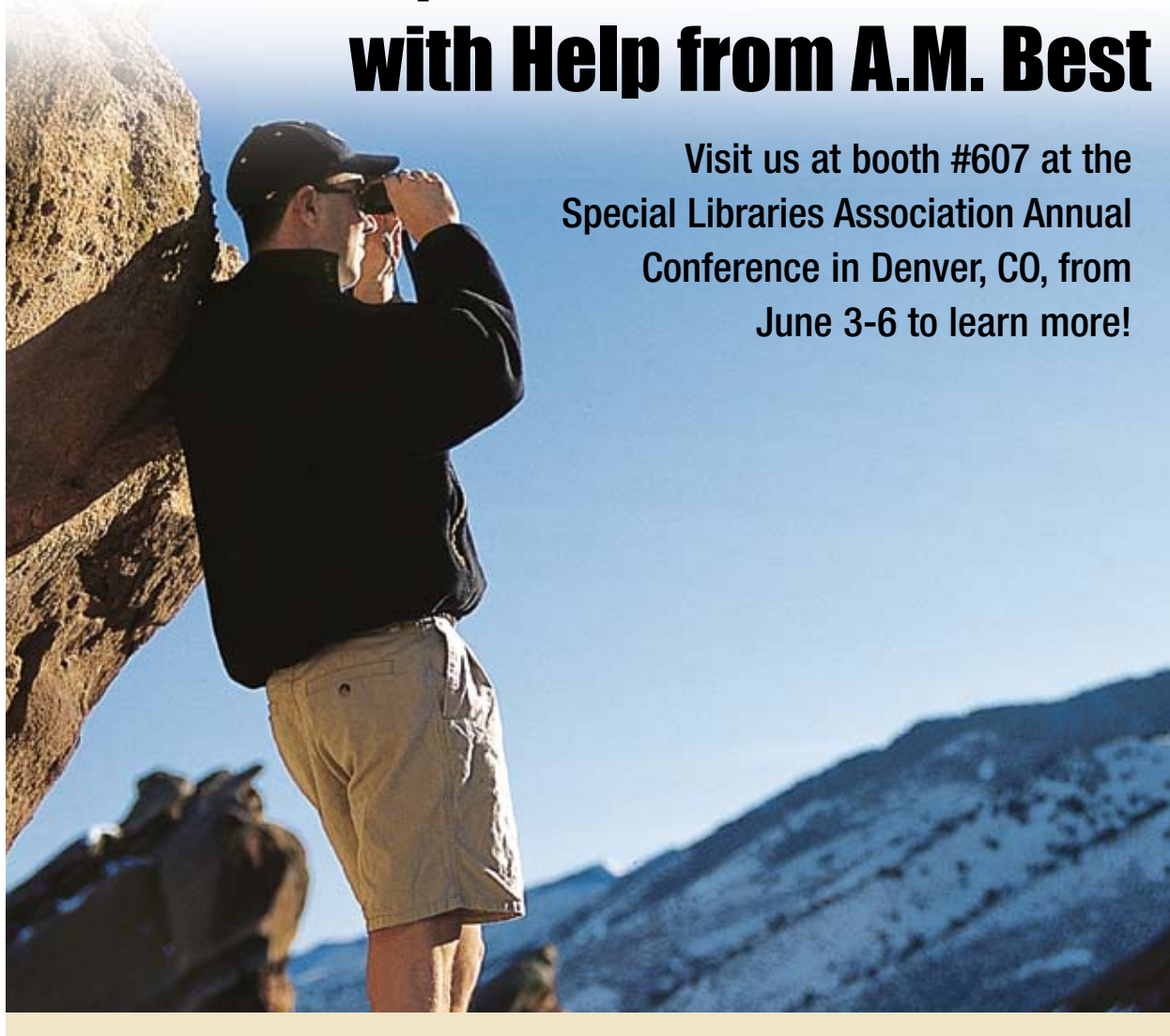
Not that that's a bad thing. The oceans of information, uncertainty, and spontaneity on the Web can provide an exciting, enriching experience. But if you need to limit your search to logically indexed resources that have been published and then vetted by a professional staff, then the library is still your best bet.

24. The Internet is subject to manipulation.

As long as the bright minds behind Google are coming up with a better search algorithm, the bright minds of search engine optimizers will continue to crack it. This could involve conforming to Google's quality standards or, in many cases, skirting around them. It is important for the user to keep in mind the limitations of Google. In many cases, the search giant succeeds in serving up good information. But in many cases, it still falls short.

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In contrast, it is extremely difficult to enter into libraries' indexes. Books, journals and other resources must be nothing less than high caliber, published material. If they're not, they simply don't get in.

Furthermore, the economic incentive to manipulate library collections is much less fierce than on the Internet. It is estimated that only 4 percent of book titles are being monetized.¹⁸ Meanwhile, Google is experiencing incredible earnings through online advertising,¹⁹ not to mention all the others positioning for a piece of the Internet pie.

But libraries simply aren't facing this kind of pressure. Their way of providing information, therefore, will inherently be less influenced by corporate interests.

25. Libraries' collections employ a well-formulated system of citation.

Books and journals found in libraries will have been published under rigorous guidelines of citation and accuracy and are thereby allowed into libraries' collections.

These standards are simply not imposed on Web sites. They can show up in search results whether they provide citation. With enough research, the accuracy of Web resources often *can* be determined. But it's time consuming. Libraries—and librarians—make research much more efficient.

26. It can be hard to isolate concise information on the Internet.

Certain subject areas like medical conditions or financial advice are very well mapped on the Web. Quality sites for more marginal subject areas, however, are less easy to find through Web search. One would have to know which site to go to, and Google isn't necessarily going to serve you exactly what you are looking for.

Wikipedia, which ranks well for a wide variety of specialized subject areas, is improving Web concision. But Wikipedia is just one site, which anyone can edit, and its accuracy is not guaranteed. Libraries retain a much more comprehensive and concisely indexed collection of research materials.

27. Libraries can preserve the book experience.

Consuming 900 pages on the intellectual history of Russia is an experience unique to the book. In general, the book provides a focused, yet comprehensive study that summarizes years of research by an author—or team of authors—who have devoted their academic to a particular subject area.

Through Google Book Search, the Internet can be a tool to find where to buy a book. Normal search results also reveal a variety of book resellers, academic courses, or upcoming Web projects.

But even when the Internet does provide actual content the information is often snack-sized or the overall experience cursory—a sort of quick-reference browsing. Knowledge can be found, but the experience of delving into a book for hundreds of pages just doesn't happen online. The preservation of stacks, therefore, will help preserve access to this approach to learning and the more traditional form of scholarship can continue alongside the new.

28. Libraries are stable while the Web is transient.

In an effort to improve their service and shake out the spammers, search engines are constantly updating their algorithms. Often, however, collateral damage will knock out innocent sites including, perhaps, authoritative resources.

In addition, Web sites commonly go offline or their addresses change. Other sites that point to these resources (which were once good) could easily and unwittingly house a number of “broken links.” These sites can remain unedited for years.

Libraries, on the other hand, have a well-accounted-for stock of available resources and a standard indexing system that will deliver stable, reliable results consistently.

29. Libraries can be surprisingly helpful for news collections and archives.

In many ways, libraries fall short of the Internet when it comes to aggregating news content. Online TV, radio and news-

paper sources—not to mention an abundance of blogs referencing and commenting on daily events around the world—can often satiate anyone from the casual headline browser to the news junkie.

Meanwhile, libraries continue to subscribe and stock a certain list of newspapers, and archive the back issues. This effort may seem humble alongside the lengthy lists of online news aggregators and instantaneous access to articles published within the minute.

Nevertheless, a library's news cataloging can provide a number of advantages. For starters, many publications continue to exist offline. For someone seeking a specific article by a specific journalist, a library could yield better results—even if the publication had to be tracked down through inter-library loan.

Libraries often provide freely accessible issues of major periodicals that would otherwise require online subscription, like many sections of the New York Times.

In addition, archives often disappear offline, or become increasingly expensive online. This can leave libraries with the only accessible copies.

30. Not everyone has access to the Internet.

In less developed nations or even poorer parts of the United States, library access is often the only clear-cut way for an individual to conduct serious research. There are at least two major reasons that the Internet may not provide even an illusory alternative to libraries.

Firstly, online access may be much more difficult to attain than library access. A public library may have but one computer console, while other Internet access points may charge someone who simply doesn't have the means to pay.

Secondly, even if Internet access is obtained, the lack of technological education in poorer areas of the world will render the technology much less useful than it would be for the person who has more experience navigating the Web.

31. Not everyone can afford books.

Outside of developed nations, books are more rare and often more expensive than their first-world counterparts. Compounding the problem is an incredibly low minimum wage making the real cost of books astronomical. The public library, wherever it exists, therefore becomes much more crucial to democratizing information.

Since the United States tends to be a trend leader, especially technologically, it must underscore the importance of libraries even as technology moves forward. Touting a culture of Blackberry devices over books may jeopardize the existence of traditional libraries, leaving poor people without books or Blackberries.

32. Libraries are a stopgap to anti-intellectualism.

It's not that the Internet is anti-intellectual; its academic roots and the immense quantity of scholarly sites certainly attest to its being a smart medium.

But for some, the alluring immediacy of the Internet can lead to the false impression that only immediate, interactive and on-the-spot online discussion is of value. Dusty books on tall shelves then seem to represent stagnant knowledge, and their curators (librarians), behind the times. Books and reading easily are regarded as elitist and inactive, while blogging becomes the here-and-now.

But, as mentioned earlier, not everything is on the Internet. Access to books and theories from hundreds of years of cultural history is essential to progress. Without this, technology could become the ironic tool of the sensational and retrograde cultural tendencies. Preserving libraries to store knowledge and teach the limitations of technology can help prevent the hubris and narcissism of technological novelty.

33. Old books are valuable.

The idea of a library becoming a "book museum" in the age of digitization is sometimes tossed about as an apocalyptic figure of speech. It's a real scare for librarians. The term

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insinuates that, rather than become contemporary and useful, libraries could turn into historical curiosities like vinyl records or typewriters. And instead of continuing as research professionals, librarians would be forced to become like museum curators—or, more likely, they would just lose their jobs.

But if libraries evolve to become an interactive meeting place for cultural events and the exchange of ideas, the preservation and exhibition of archival literary relics could be yet another facet to their importance (and, yes, intrigue). Indeed, old books are not only monetarily valuable, but they are part of cultural, historical memory that mustn't be lost to digitization.

Conclusion

Society is not ready to abandon the library, and it probably won't ever be. Libraries can adapt to social and technological changes, but they can't be replaced. While libraries are distinct from the Internet, librarians are the most suited professionals to guide scholars and citizens toward a better understanding of how to find valuable information. **SLA**

¹ See <http://features.lisnews.com/features/05/10/07/0921246.shtml?tid=18>

² See www.copyright.gov/circs/circ1.html

³ See www.uaf.edu/library/instruction/handouts/Online_Internet.html

⁴ See www.liu.edu/CWIS/CWP/library/workbook/select.htm

⁵ See www.islma.org/pdf/ILStudy2.pdf

⁶ See www.authorsguild.org/news/sues_google_citing.htm

⁷ See http://news.com.com/Publishers+sue+Google+over+book+search+project/2100-1030_3-5902115.html

⁸ See <http://books.google.com/google-books/partners.html>

⁹ See www.timesonline.co.uk/tol/news/article1294849.ece

¹⁰ See <http://techdirt.com/articles/20070125/095301.shtml>

¹¹ See www.livescience.com/technology/libraries_online_050125.html

¹² See www.owl.net.rice.edu/~comp300/documents/GoogleLibrary.pdf

¹³ See http://radar.oreilly.com/archives/2006/12/book_search_sho.html

¹⁴ See www.nclis.gov/digitization/MassDigitizationSymposium-Report.pdf

¹⁵ See www.wsu.edu/nis/libraryvsinternet.html

¹⁶ See <http://davidwarlick.com/2cents/2006/10/29/librarians-in-the-digital-age-part-1>

¹⁷ See www.teacherlibrarian.com/timag/v_29/v_29_4_feature_bonus.html

¹⁸ See http://radar.oreilly.com/archives/2005/11/oops_only_4_of_titles_are_bein.html

¹⁹ See www.bloomberg.com/apps/news?pid=20601087&sid=aSldOHxyOnmw

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Generation Y What can we do for you?

BY SOPHIA GUEVARA

A newly earned MLIS isn't necessarily a ticket to an instant career.

A few years ago, around the time I was starting graduate school, forecasters were expecting a shortage of information professionals as Baby Boomers retired from the workforce. By the time I graduated, the predicted shortage had been moved back.

It took me months to find a job in my chosen profession. I had begun to wonder if I had made the right choice.

But during this period, I had the opportunity to interview at a special library. While other interviewers had decided to focus on the fact that I was a newly minted MLIS with the experience to match, this interviewer decided to focus on what a new graduate *could* bring. I didn't have any professional experience, but that just meant I had "new eyes" to view the department with.

The fact that I had pursued my interest in technology while in graduate school provided me with a robust set of technical skills. I had a flexible schedule and was willing to work hard to accomplish objectives. My thirst for learning ensured a candidate who was eager to continue her education and develop professionally. Looking past the inexperience, the interviewer saw a bright, engaging candidate

who could bring a lot to the organization. And with that, my first professional position in licensing and negotiations began.

At the recent SLA Leadership Summit, I had the opportunity to discuss the reported librarian shortage with several information professionals. While some believed that there was one, others felt that it wasn't all that it was cracked up to be. The librarian shortage that we had been speaking about was based on statistics gathered from the 1990 census. The American Library Association Office for Research and Statistics issued a report in 2002 to update the shortage information. The previously projected shortage peak that was to occur between 2010 and 2014 was revised to 2015 to 2019. I believe that a good number of new graduates would have taken a second look at their educational plans if they knew that the shortage was still so far off.

So with an anticipated shortage still years away, how is the new young information professional supposed to compete with others on the job market? With many "entry" level positions requiring at least a couple of years of professional experience, how can today's graduate compete with other more seasoned professionals? I believe that the key for success is to highlight the aptitude and

skills that the Generation Y graduate can bring into the workplace. So, for all the hiring managers out there, what are five major strengths of the Generation Y information professional?

Technical Skills

Growing up with technology provides the new professional with a robust set of technical skills. With a higher level of comfort in using new technology and the creativity to implement it within their daily work lives, these individuals can contribute to a forward-thinking organization that embraces technology to streamline the work process.

Eagerness, Energy

As the new professional starts their career, he or she will inevitably be very eager about their first professional position. With that eagerness comes the willingness to dedicate large amounts of time and energy to successfully complete their work. This dedication may help more complacent individuals within the organization reevaluate the energy and commitment with which they complete their daily tasks. In my own position, I followed up late nights at the office with studying at the library. Because I was so new and had no previous professional licensing or

negotiation experience, I supplemented my learning by visiting the library almost every night after work to learn more about negotiation, digital licensing, and the profession's current trends.

Professional Growth

There is little doubt that a new librarian would be interested in continuing their education and professional growth. The new professional was probably a student member in at least one library organization before coming on board. Encourage him or her to continue their membership at the professional level. In my own case, I took full advantage of the membership benefits my employer provided and joined three professional library organizations. Being eager to grow professionally, I actively sought out leadership opportunities in each of them.

Growing up in an economy where "right-sizing" and outsourcing are all too common; these individuals understand the importance of keeping themselves marketable. Because they are so new to the profession and still have so much to

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learn, they will be interested in learning opportunities that will help them develop their marketable skills. After earning my MLIS, I continued to take courses at the local college in XML and Unix to build my own skills and make myself more valuable to my employer.

Flexible Schedule

Many of this generation are just starting out and therefore may have a more flexible schedule when compared to that of the traditional job candidate. For example, scheduling conflicts due to child-care issues may not pose as much of a problem. I was available to work most

evenings and weekends because my schedule permitted me to do so. But just because the newbie's schedule may be more flexible than others does not mean they should automatically shoulder every evening and weekend shift. Be cognizant that while he or she may have a more flexible schedule, this generation has come to expect a better balance between work and home life.

Innovative Thinking

The young professional will provide your organization with a fresh new perspective. While some job candidates offer several years of experience, this experience can standardize the ways in which the candidate approaches a problem. Since the Generation Y candidate is so new, they may be able to provide innovative thinking. In their efforts to learn their job, they will begin to ask questions that may make you rethink your current processes. In fact, innovative thinking may be one of the most valuable attributes of the Generation Y librarian. The question then becomes, is your organization ready for it?

In my experience, I questioned the process in which our negotiations were handled. Instead of following the standardized approach, I experimented with a new one. I wasn't sure if the idea would work, but decided that there was too much to gain to not give it a try. As a result, I was able to save my employer thousands of dollars with several vendors.

I hope I have convinced you to give that young new professional's resume a second look. While they may not have much in the way of experience, they can still provide so much to a forward-thinking organization. **SLA**

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How Many Canaries Are There in Your Mine? Are You Listening for When They Stop Singing?

Pay attention. It's what you don't hear that may be most important.

BY STEPHEN ABRAM

My grandfather escaped (his words) the turn of the century coal miner's life in Yorkshire England where all of his brothers were miners. If you've ever seen the pictures of old style, pre-mechanization coal mining, semi-naked men removing rock with pick-axes, you know this was a hard life. He avoided this life by immigrating to Canada in the 1920s with my grandmother and young aunt. My grandparents accomplished this by starting a fish and chips shop to save enough money to buy three tickets on a ship and a final train ride to

Toronto where my mother was born. It worked for them. Grandpa once told me this story of the canaries and how they saved his brothers lives. Here's my paraphrasing:

*For centuries, miners have been taking canaries down into the mines to warn them of potential danger from poisonous gases. Canaries sing lovely songs almost constantly. Grandpa told me that too many people think that the birds sing out when there's danger. That's not it. It's when the birds stop singing that you're supposed to get worried. If they're dead, get out of there quick. (As another aside, remember the old expression, "The rabbit died"? Apparently before OTC diagnostic pregnancy tests, the rabbit always died, not just if you were pregnant.) Apparently, one day his brothers noticed that the canaries weren't singing and scrambled out of there like canaries out of hell. It saved their lives and those of their co-workers to notice what **wasn't** there. They lived to have a future.*

So, what canaries aren't singing now? In the coalmines of library land, what aren't you hearing or seeing? It's always easier to see what is there in popular culture. How do we train our minds to notice what we're not seeing?

Here are a few things I am seeing in other parts of the world and not in special libraries yet. Sometimes special librarians are on the bleeding edge and sometimes we lag. I haven't found a pattern yet. Maybe there isn't one.

Ning

Ning (www.ning.com) is the latest thing in private social networking tools. I belong to and participate in at least

one—Library 2.0 (<http://library20.ning.com>). It is very 2.0 sophisticated itself, with streaming videos, a tag cloud, and sorted blog-like entries. It was started by Bill Drew and in less than six weeks had more than 1,000 members discussing and sharing ideas about every aspect of Library 2.0. It grew so fast and became so popular that it was featured on the top pages of the site.

I've noticed Classroom 2.0, School 2.0, School Library 2.0 sites as well and some focused on particular academic disciplines. There are even some for LIS students such as <http://lisstudents.ning.com>. There are Ning Library 2.0 sites in other languages such as German, Portuguese, Dutch, Italian, French, and Chinese. I haven't seen any yet specifically on special library issues. This doesn't mean they don't exist, it just means that I'm not hearing about any or my searches are inadequate.

My antennae tell me that Ning-type services are going to be huge. As an association of information professionals, we are obligated to review anything we see that connects people over specialized topics, grows alliances and collaborations quickly, and creates social networks based on common needs around information and discussion. Why aren't I hearing a larger discussion? Perhaps we'll have a Hot Topic about this at SLA in Denver.

Twitter

Twitter is getting a lot of buzz (<http://twitter.com>). It's even been featured in the *New York Times*. This is interesting as a presence tool. The next generation of the Internet is all about "presence." Twitter is in its hype phase right now with some of the hyperbole saying it could replace IM and e-mail. In my opinion, it has a few specialized information-centric uses.

First, there is the service use: "Where are you when I need you?" "I

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Is anyone in the specialized information space trying it yet? I'd like to hear more. Is this just another e-annoyance or does it have some applicability for success in our environment? I think it would be amazing at a conference; it was recently tried at Computers in Libraries conference by a group of attendees to much excitement.

Second Life

I've written about Second Life in previous columns. I am adding it here because I just returned from speaking at the DigitalNow Conference for association executives. There I saw some amazing things from other associations and charities that were quite leading edge. The manager of futuring and innovation (and I thought my title was cool!) at the American Cancer Society showed some of their Second Life attempts at building something that meets that organization's needs. The association has guided the building of their SL island, but it was built totally with volunteers. It's an amazing place where events have raised tens of thousands of dollars, just in the early experiments.

I met the head of the March of Dimes digital initiatives, who showed an amazing plan for using Second Life to help parents of premature babies in the neo-natal intensive care unit understand their environment and connect with the been-there-done-that crowd for advice and support. They're even doing a charity "run" for peoples' avatars in Second Life. Participants get sponsors, and the charity makes money from donations. I heard targets for fundraising at ACS and the March of Dimes exceed \$75,000!

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Something is working here, and SLA can learn from these guys. Another professional association that is doing amazing things is the Massachusetts Association of CPAs. These people blew me away. Their demo alone was amazing—all built with volunteer members and their kids (meeting two needs at once—professional and parental). You just had to meet this association's young professionals, seasoned leaders, and the kids to know that something exciting was going on here. If CPAs and librarians don't have a connection—around the image problem alone—then I don't know who does. Lastly, Jenny Levine, the Shifted Librarian and ALA digital goddess, presented some of ALA's proposed initiatives. I've been watching these carefully. ALA is doing some very interesting experiments and taking on the innovation challenge, head on.

Is SLA ready for this? Can we experiment more in these environments. Maybe we're ready for a new kind of partnership to build virtual worlds with ALA, MLA, AALL, and SLA. I think we're ready and I hear murmurings. It's time.

Other Stuff

So what's new out there (or even old) that we're not hearing enough about?

I saw a presentation in the U.K. recently that demonstrated the use of Google Scholar in a corporate intranet setting (GlaxoSmithKline) as a research tool and as a way to drive traffic to qual-

ity licensed databases. Are we hearing enough about Google as a traffic generator using federated search and Open URL behind our firewalls?

I don't hear enough about devices in special libraries. How does our intranet presence work on our clients Treos, Blackberries, and phones? Do they know it can work there? I love the work done in medical librarianship to improve healthcare and reduce hospital death rates using PDAs. When the Apple iPhones and Google Phone arrive this summer, will we be ready? Will we have adapted to the new standards.

I am sure you can think of many other things you haven't heard lately. Are we listening intently enough? Are we in the places where we'd be likely to hear? Are we using a diversity of listening styles and strategies? I don't know. Your mileage will vary because of the diversity of information, learning, and decision environments that SLA members excel at serving. I still believe that we should pay attention to what's out there whether we're hearing it or not!

And what's become of my grandparents' fish and chips shop? I don't know. I do know that my relatives in the U.K. are very well off as fish and chips barons, with a lovely chain of take-away shops, horses, and a good life.

Maybe every canary isn't right. **SLA**

Looking For Answers to Your Copyright Questions? Check Out These Valuable Resources

Practical Copyright Advice Is Closer Than You Think

BY LESLEY ELLEN HARRIS

"We never stop investigating. We are never satisfied that we know enough to get by. Every question we answer leads on to another question. This has become the greatest survival trick of our species."

—Desmond Morris, British anthropologist, *The Naked Ape*, 1967

Most of us have more copyright questions than answers. And similar to British anthropologist Desmond Morris, each question often leads to yet another question. Even answers about copyright law seem to lead to other questions about copyright. So how does a librarian go about his or her everyday job when a question inevitably arises about the interpretation of a license agreement, what percent of a work may be used without permission, and who owns a report prepared by a consultant?

Part of copyright management is dealing with the multitude of questions without constant delays in work and large attorney bills. It means having a mechanism in place for dealing with repetitive copyright situations. Even those in enterprises with in-house attorneys may not obtain speedy responses and may require such mechanisms. Librarians without in-house counsel often become adept at dealing with daily copyright questions. This column sets out various suggestions of incorporating a mechanism for dealing with repetitive copyright situations.

Be Proactive

Having a written copyright policy is a great way to initially educate those in your enterprise about copyright issues. Keeping it updated to reflect any amendments in the copyright law, new court decisions, and the application of copyright law to new technology is also important. One of the most useful parts of your written policy could be a section with questions and answers to basic and reoccurring questions on copyright law. For instance, is your library covered by any exceptions to copyright law? Do you have a license with a copyright collective (such as the Copyright Clearance Center) that allows for multiple copying of a periodical article in specified circumstances? How do you obtain the right to use an image you find on a Web site? By listing questions as they arise, and providing practical solutions, you will develop a consistent approach to handling copyright issues in your enterprise.

Vetted Bibliography

Another helpful thing to do is to have a vetted bibliography on copyright law that you refer your colleagues to for general reading and education on copyright. Keep the list short and only provide a list of those sources you have personally vetted and find easy to navigate (if online), and/or read and comprehend, so your colleagues are not on a "wild goose chase" to finding copyright information, but rather have some reliable resources at their fingertip. A favorite Web site on copyright issues in general, which has some interactive portions, is www.benedict.com. An information-packed site on digital licensing (specifically for libraries) is at www.library.yale.edu/~license/index.shtml.

You may also join the discussion listserv at Liblicense, which is an excellent source for keeping up to date on licensing issues, and a forum in which you may ask your licensing questions and share information with colleagues around the world. Understanding the complexities of fair use is never an easy task, and one very good resource for this purpose is the Copyright & Fair Use site at <http://fairuse.stanford.edu>.

The Copyright Management Center at www.copyright.iupui.edu/staff5.htm is also an excellent source for

LESLEY ELLEN HARRIS is a copyright lawyer who works on legal, business, and strategic issues in the publishing, content, entertainment, Internet and information industries. She is the editor of the print newsletter, *The Copyright and New Media Law Newsletter*. If you would like a sample copy of this newsletter, email contact@copyrightlaws.com. She is a professor at SLA's Click University where she teaches a number of online courses on copyright, licensing and managing copyright and digital content for SLA members. See www.clickuniversity.com. She will be a panel dealing with copyright questions and answers at the 2007 SLA Annual Conference and Exposition on June 6—mark her session in your conference planners.



librarians in an easy-to-understand layout. The University of Texas crash course in copyright is also highly recommended; see www.utsystem.edu/ogc/Intellectualproperty/cprtindx.htm. The U.S. Copyright Office has fact sheets on various copyright issues; see: www.loc.gov/copyright/. The SLA Web site has a page on copyright and special librarians, see: www.sla.org/content/resources/infoportals/copyright.cfm. Also, all of my *Information Outlook* columns are posted at <http://copyrightlaws.com>.

You may even hire a copyright lawyer to visit your enterprise and give an in-house seminar customized to your needs.

com. This list is just a beginning. Take a look at some of these Web sites and search for your own sites, see what works for your enterprise, your colleagues and the types of copyright issues that arise in your daily work.

Reference Shelf

You should also keep some print books as references on copyright law. Unless you are in a law firm, make sure that most of the books are geared towards non-lawyers and are easy to understand, and have some practical advice on copyright. Some books providing guidance on copyright law in general and specifically to librarians include:

- *Copyright Law for Librarians and Educators* (2005), by Kenneth D. Crews.
- *Complete Copyright, An Everyday Guide for Librarians* (2004), by Carrie Russell.

- *Get Copyright Right* (2006), by Laura N. Gasaway (published by SLA and available through the SLA Marketplace at www.sla.org/merchandise).
- *Licensing Digital Content: A Practical Guide for Librarians* (2002), by Lesley Ellen Harris.
- For Canadians: *Canadian Copyright Law* (2000), by Lesley Ellen Harris.

There are many other books so visit a library, do an online search, and get recommendations from colleagues regarding their favorite resources.

Other up-to-date resources may be materials from annual library conferences (SLA has several sessions on copyright law, licensing and managing digital content), seminars, and the ever-growing online seminars on copyright and licensing. You may even hire a copyright lawyer to visit your enterprise and give an in-house seminar customized to your needs. Another idea is to hire a non-lawyer such as a licensing specialist, to have an informal talk with employees in your enterprise – a non-lawyer can often provide practical advice and may be less intimidating to those in your organization.

Changes in Copyright Law

The copyright statute is amended from time to time and court cases change how we interpret the statute and apply it to new and often digital media. Keeping abreast of new developments is key to finding appropriate answers to your copyright questions. With copyright a higher profile issue now, often reading general newspapers will lead you to copyright news. However, you can also regularly search various news sites for copyright updates, and register to receive updates and alerts on copyright news.

Another site to visit is that of the Library Copyright Alliance (“LCA”). The LCA is comprised of five library associations: the American Association of Law Libraries, the American Library Association, the Association of Research Libraries, the Medical Library Association, and the Special Libraries

Association. The LCA represents over 80,000 information professionals and thousands of libraries in the United States, working together on copyright issues that affect libraries and their patrons; see: <http://www.librarycopyrightalliance.org/index.htm>.

Carving a Niche

How does a librarian, amongst research, reference, cataloging, and licensing duties, have time to do all of the above? Make a case to your senior management for a full or part-time position as a Copyright Officer (or whatever name it is called). Copyright issues, and the application of copyright law, management of copyright issues and digital content, negotiating and interpreting license agreements, has grown tremendously in the past decade or more. Copyright is a serious and complex issue that requires attention and time.

Conclusions

Copyright law is not straightforward and there are many gray areas, including the interpretation of fair use/dealing. It is impossible to have answers to all of your copyright questions but guidance in finding answers and appropriate reference materials can lead you to practical advice. Keep a record of questions and answers that arise in your enterprise and if possible, at least occasionally consult a lawyer to review the questions (which you then incorporate into your written Copyright Policy).

As my bottom line and best way to learn more about copyright law: keep asking questions! **SLA**

Customer Service Planning Is Essential To Developing Info Center Procedures

Your staff needs to know how to work with clients—and your clients need to know what to expect.

BY DEBBIE SCHACHTER

Customer service underlies everything we do in the special library, from how we structure ourselves to the methods we employ to make information readily available to our users, and more. Much of the customer service foundation is implicit in the work itself. We wouldn't do it if we didn't have customers, and we need to have satisfied customers to sustain and develop our library or information center. Creating an explicit customer service plan gives us the opportunity to evaluate what we do, why, and how—and to help us improve customer service, overall.

A lot of our work falls into the "because we've always done it this way" category. We provide a service or we provide access to products or services in a particular way because that's what our customers want, or so we think. On the other hand, we may often do things for the ease of the library or its staff, or try new things because we have the technology to do so or because it is new in the library/information management world. Surveys help us to determine how successful our services and products are at meeting customer needs, but to reflect upon and revise our work effectively, we need to ensure that all staff members are working from a common premise—the customer service plan.

Does your organization have a customer service plan? Is there a basic premise related to service that underlies your service? Is it conveyed to new employees? Are current employees aware of and following this plan? These are some of the questions you should

ask yourself periodically. Developing a customer service plan may sound like an unnecessary activity for a special library. But as the questions demonstrate, it is the key to maintaining customer service quality and to managing staff and customer relations.

Along with the customer service plan, you must also think about training. It is one thing to take the time to analyze your customer activities and devise a specific plan, but it is another to ensure that customer service takes place the way you expect it to. Staff must understand the customer service philosophy and equally participate in upholding the customer service plan. The customer service plan needs to incorporate ongoing training for existing staff as well as initial training for new staff.

There are many resources to help with developing a customer service plan. One article emphasizes the importance of creating a customer service pledge: "A customer service pledge is the most visible part of the customer service plan, with the public

promises supported by the service plan foundation."¹ This type of pledge needs to be explicit and appropriate to the specific type of library, and it must be understood and internalized by all service staff. The special library frequently models its customer service pledge on that of the greater organization, if it has one.

A number of libraries post their customer service plans online, which is useful for reference. The National Agriculture Library outlines its customer service plan activities nicely in a 1994 document: www.nal.usda.gov/policy/customer_service.html. Another interesting example of a well-developed customer service charter is at the State Library of Western Australia, at www.liswa.wa.gov.au/custserv.html.

Most large libraries probably have a customer service plan with a customer service statement, but even a small special library needs to take the time to construct a plan, however limited.

Training Staff

Quality of customer service rests with the staff. It starts at the top, with the library manager modeling the customer service behaviors she or he wishes staff to emulate. Even internal customer service transactions are important—that is, following through with the quality of customer service. This begins with how the library



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manager works with the information center staff, and should be reflected in how library staff treat each other in their routine transactions.

As a supervisor, you are probably aware that one of the most difficult things to accomplish is ensuring that all staff members provide the same consistent level of customer service. Differences in personality and communication style mean that there will always be some staff members who are the preferred contacts for some clients.

Regardless of personal style, however, customer service levels can be made consistent through the shared development of customer service policies and procedures, and clear follow up and reviews through performance management systems. Surveys also help to gather information on perceived quality of customer service from clients and non-clients within the organization. Survey responses and client recommendations need to be

followed up with changes if you want your customers to see you as responsive to their feedback.

Service Levels

Some of the realities of the special library environment must be clarified in the customer service plan. Does your information center have different tiers of service that it provides to different types of customers? Are you unable to serve some departments because of the nature of your funding? Do executives and other managers get priority assistance, or do the project staff, researchers, or others receive priority service? These types of specialized service constraints must be clarified for all staff and customers. They should be explicitly stated in the customer service statement and conveyed properly to all staff to minimize customer complaints.

Basic principles of customer service always apply. Show respect and

courtesy to all clients or potential clients. Even if you are unable to serve them, it is important that you clearly convey why and how they can receive service so they understand the nature of your service. As you're probably aware, a disgruntled customer today in the corporate environment may rise to become the CEO in the future, so we must always make sure to build a positive reputation within the organization. Having a service plan and a service charter to provide to all clients and non-clients is an effective way of managing expectations and reducing conflicts. **SLA**

¹ Susan Wehmeyer et al. "Saying what we will do, and doing what we say: Implementing a customer service plan," *The Journal of Academic Librarianship*, 22(3), May 1996, p. 175.



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OTHER EVENTS

JUNE

- 12-13
Search Engine Strategies
Search Engine Watch
Toronto, Canada
www.searchenginestrategies.com/sew/toronto07/index.html

- 12-16
9th International Conference on
Enterprise Information Systems (ICEIS)
Institute for Systems and
Technologies of Information,
Control and Communication and
Universidade da Madeira
Funchal, Madeira, Portugal
www.iceis.org

- 14-15
North American Symposium on
Knowledge Organization
International Society for
Knowledge Organization
Toronto, Ontario, Canada
www.sla.is.ubc.ca/users/iskona/events.html

- 17-23
Joint Conference on Digital Libraries
Association for Computing
Machinery and IEEE
Vancouver, British Columbia, Canada
www.jcdl2007.org

- 18-19
13th Nordic Conference on
Information and Documentation
Swedish Association for Information
Specialists
Stockholm, Sweden
nordiod2007.sfis.nu/site/298/default.aspx

- 18-19
Web Content 2007
Duo Consulting
Chicago
www.webcontent2007.com

- 19-21
Joint Use Libraries, an
International Conference
Evidence Base
Manchester, U.K.
www.ebase.uce.ac.uk/events/joint-use-conference.htm

- 21-27
American Library Association
Annual Conference
Washington, D.C.
www.ala.org/ala/eventsandconferences/b/annual/2007a/home.htm

- 25-26
E-Discovery and Beyond: Harnessing
the Power of Collaboration
ARMA International
Kansas City
www.arma.org/collaboration/index.cfm

JULY

- 1-6
International Association of
Music Libraries, Archives and
Documentation Centers
Sydney, Australia
www.iamlaust.org/sydney.htm

- 14-17
American Association of Law
Libraries Annual Meeting
New Orleans, Louisiana
www.aallnet.org/events/07_schedule.pdf

AUGUST

- 13-16
Sixth International Conference
on Conceptions of Library and
Information Science Swedish School
of Library and Information Science
Borås, Sweden
www.hb.se/colis

- 19-23
73rd Annual World Library
and Information Congress
International Federation of Library
Associations and Institutions
Durban, South Africa
www.ifla.org/IV/ifla73/index.htm

OCTOBER

- 4-7
LITA National Forum
Library & Information
Technology Association
Denver, Colorado
www.ala.org/ala/lita/litaevents/litanationalforum2007denver/callforproposals.cfm

- 7-11
International Conference
on Information Society
IEEE
Merrillville, Indiana
www.i-society.org/

- 8-9
Internet Librarian International
Information Today
London, U.K.
www.internet-librarian.com/index.shtml

- 11-12
Second International Conference on
Metadata and Semantics Research
University of Alcalá and Ionian
University
Corfu, Greece
www.mtsr.ionio.gr/

- 18-25
American Society for
Information Science and
Technology Annual Meeting
Milwaukee, Wisconsin
www.asis.org/Conferences/AM07/am07cfp.html

- 20-22
Book 2007: Fifth International
Conference on the Book
Common Ground
Madrid, Spain
<http://b07.cgpublisher.com/>

- 22-24
Third Rizal Library
International Conference
Ateneo de Manila University
Quezon City, Philippines
<http://rizal.lib.admu.edu.ph/2007conf/index.htm>

JUNE 3-6
SLA Annual Conference
Denver, Colorado
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2007 Information Outlook Editorial Calendar

You're the expert, share what you know.

We're always looking for new authors for Information Outlook. That's one way we get new ideas, learn new ways of doing things.

The editorial calendar below shows major topics we want to cover for each issue in 2006.

Please note: The editorial calendar is only a starting point. We need more articles on more topics than we've listed below.

If you want to write on a topic that isn't on the calendar, or on a topic that isn't listed for a particular issue, we want to hear from you. For example, articles on topics like marketing, searching, and technology will be welcome throughout the year. We want to hear all of your ideas for articles.

Also, our descriptions of the topics may not fit your approach. If you have a different idea for a topic, let us know.

Issue	Cover Article	Copy Due
August	Conference Papers Showcase	June 22, 2007
September	Copyright — Possible topics: Global considerations, permissions, new laws and regulations	July 20, 2007
October	Web 2.0 — Possible topics: Next generation Web sites, social networking, XML, RSS, podcasting	Aug. 24, 2007
November	Knowledge Management — Possible topics: KM systems, indexing information, low-budget KM	Sept. 21, 2007
December	Special Issue: Leadership	Oct. 19, 2007

“Stack ‘em High, Sell ‘em Cheap” Not Just for Retail Superstores

Lots of links—for more than work-related Web sites—will keep your clients glued to your intranet.

BY JOHN R. LATHAM

It has been busy, busy, busy this month with attendances at a D.C. libraries joint spring workshop and *Information Today's* Computers in Libraries conference, and preparing a major bash for my 60th.

For the latter, I have walked around more stores in the last week than I normally do in a year. One store that impressed me was Ikea, the warehouse filled from floor to ceiling and from wall to wall with amazingly cheap “stuff.” It reminded me of the credo of Jack Cohen, the Londoner who turned a 1919 market stall into Tesco, the world's second largest supermarket chain: Stack ‘em high and sell ‘em cheap.

My event planner and I found exactly what we wanted and a mass of stuff that we did not, but it occurred to me that the store appeared to be satisfying everyone.

We want our libraries, information centers, or the information services we provide from our desktops to satisfy all our customers, clients or users. From the workshop “Envisioning the Future: What Will Your Library Look Like in 5, 10 or 20 Years?” I picked up that the stakeholders are now on top. Gone are the days when librarians were the gatekeepers of information, which they filtered out as they thought fit. We have competition for providing information, so now we have to meet the demands of the customers in the formats they require.

Harry Henry from Outsell, Inc. displayed a chart that showed that between 2001 and 2006 information seeking on company intranets

had increased from 5 percent to 19 percent. After this session came Gary Price, who can pack more interesting Web sites to visit into 20 minutes than anyone I know. We were shown sites that track the location of mid-flight airplanes (<http://flightaware.com/>), local traffic through traffic cameras (www.trafficland.com), where every train is on the Washington, D.C., Metro system in real time (www.wmata.com/metro/rail/stations.cfm), and driving and walking directions from one place to another from Ask.com maps.

I have also been converted to YouTube as a way of adding some light relief. “Gutenberg offers ‘In Your Home’ Support,” is priceless and prescient (www.boreme.com/boreme/funny-2007/introducing-the-book-pl.php).

If the intranet is becoming the access point for information within the organization, let's fill it with content that users find interesting and fun, as well as useful. Let's make them come back and use it for all their information needs, not just their business ones.

Our stakeholders today are used to multitasking and do not expect to keep moving from one information tool to another to find what they want.

We should be using podcasts, blogs, wikis and similar applications because these Web 2.0 tools were not handed down from on high, but developed from below by users who wanted different ways to access content. So let's use them.

Be careful not to over-gild the lily, but with today's myriad of Web tools it is not difficult to keep the site vibrant, relevant and customizable for everyone's preferences. Stack ‘em high and sell ‘em cheap.

Just like Ikea, which I am sure keeps detailed information on every item sold, we can now keep track of every piece of content accessed. Rich Wiggins of Michigan State University gave an insightful presentation at Computers in Libraries about search analytics for Web sites. He explained how analytics can be the key to understanding customer needs, leading to improved access, navigation and retrieval of content.

We need to dig deeper and look behind web statistics to help us improve access to our products and services. Rich told the story of how he could not understand why “address” was a top search term until he spoke with a switchboard operator, who explained that because the university only had post office box numbers for addresses, visitors were always asking for an address so that they could use web-based map directions to the campus. A small change to the Web site made a whole lot of people happy. **SLA**



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